

Tata Steel (Thailand) Public Company Limited



Sustainability Report 2020-2021

WE CARE

ABOUT THIS REPORT

This Sustainability Report 2020 – 2021 is the 8th sustainability report created to provide information on Policies and Performances of Tata Steel (Thailand) Public Company Limited (“TSTH”) and its subsidiary; Tata Steel Manufacturing (Thailand) Public Company Limited (“TSMT”), which comprises of 3 steel plants; NTS Plant, SISCO Plant and SCSC Plant, which related to stakeholders in economic, environmental, and societal dimensions within the scope of information of fiscal year 2021 since April 1, 2020 till March 31, 2021. This report has considered the materiality issues and presented other performances according to international guidelines as follows:

GRI

The Sustainability Report has been done according to the framework of Global Reporting Initiative (GRI) Sustainability Reporting Standards and Business Disclosure Guidelines by having the completed information consistent with the regulation of “In accordance” following the key indicators (Core).

CDP

The Business Climate Change Performance Report has been applied the CDP Disclosure Programs as a report framework. The information through CDP – Climate Change was disclosed under Tata Steel Company Limited, the parent company. The information of the Tata Steel Group consists of companies from India, Europe, Southeast Asia, and Thailand.

SDGs

Reporting of operation progress has supported the Sustainable Development Goals of the United Nations by having additional indicators that are in line with the Sustainable Development Guideline of Tata Steel Company Limited. For the information on the Company’s performance that has been revealed in other issues beyond the scope of this report can be referenced from the Company Annual Report 2020 – 2021 or <https://www.tatasteelthailand.com/investor-relations/#annual-report> and can download the Sustainability Report 2020 – 2021 and previous issues from <https://www.tatasteelthailand.com/sustainability/>.

The Sustainability Report has been reviewed and approved by the Corporate Social Responsibility and Sustainability Committee and passed the process of data verification related to economics, environment and society to ensure that Tata Steel (Thailand) Public Company Limited has provided the information completely, correctly, and trustworthy.

**For more information about this report,
please contact Corporate Communication and Activity Department.**

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ANNUAL REPORT



SUSTAINABILITY
REPORT

OUR MISSION

To develop and supply value added steel and build long term relationship with stakeholders based on trust and care.

OUR VISION

Best in class in ASEAN in Value Creation for Stakeholders and Corporate Citizenship.

OUR SUSTAINABILITY

is committed towards Stakeholders' Sustainable Development of Economy, Environment and Society.

CONTENT



ABOUT THIS REPORT

VISION AND MISSION	1
AWARDS AND RECOGNITIONS	2
MESSAGE FROM THE CHAIRMAN OF CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY COMMITTEE	4
GENERAL INFORMATION	8
STAKEHOLDER ENGAGEMENT	13
SUSTAINABILITY KEY MATERIAL ISSUES ASSESSMENT	15
SUPPORTING SUSTAINABLE DEVELOPMENT GOALS	16
STRATEGY AND LONG TERM GOALS	22



ECONOMIC DIMENSION

GOOD CORPORATE GOVERNANCE AND PROMOTING ETHICAL BEHAVIORS	24
RISK MANAGEMENT	30
CUSTOMER SATISFACTION	35
PRODUCT BRAND AND ADVERTISING	39
INNOVATION OF PRODUCTS AND SERVICES	41
SUSTAINABLE SUPPLY CHAIN	45



ENVIRONMENTAL DIMENSION

ENVIRONMENT AND SUSTAINABLE RESOURCES MANAGEMENT	49
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SOCIETAL DIMENSION

LABOUR RELATIONS MANAGEMENT	55
OCCUPATIONAL HEALTH AND SAFETY	56
DEVELOPMENT CAPABILITY OF PEOPLE	57
EMPLOYMENT RETENTION	58
COMMUNITY ENGAGEMENT	61



PERFORMANCE SUMMARY

ECONOMIC DIMENSION	70
ENVIRONMENTAL DIMENSION	72
SOCIETAL DIMENSION	72
GRI STANDARDS CONTENT INDEX AND SDGs	75



AWARDS AND RECOGNITIONS



THAILAND SUSTAINABILITY INVESTMENT AWARD (THSI) 2020

TSTH received Thailand Sustainability Investment Award (THSI) for 2020 from The Stock Exchange of Thailand (SET).



SUSTAINABILITY DISCLOSURE AWARD FOR 2020

TSTH received Sustainability Disclosure Award for the year 2020 from Thaipat Institute. All information provided in the Sustainability Report of TSTH was assessed that reflected the organization's operations towards sustainable development for the environment, society and governance: ESG.



CSR – DPIM CONTINUOUS AWARD 2020

TSMT – NTS Plant received Corporate Social Responsibility – Department of Primary Industries and Mines (CSR-DPIM) Continuous Award for the third consecutive years and SISCO Plant received it for the second consecutive years in the category of Metallurgy plant from Department of Primary Industries and Mines, Ministry of Industry.



CSR – DIW CONTINUOUS AWARD 2020

TSMT – SISCO Plant, SCSC Plant and NTS Plant received Corporate Social Responsibility – Department of Industrial Works (CSR-DIW) Continuous Award 2020 from Department of Industrial Works, Ministry of Industry. These awards were granted to the plants that are continuously committed to social responsibility.



THAILAND LABOUR MANAGEMENT EXCELLENCE AWARD 2020

TSMT - NTS Plant received Thailand Labour Management Excellence Award 2020 for the role model of Occupational Safety, Health and Environment Management in "National Level" from Department of Labor Protection and Welfare, Ministry of Labor.



CARBON FOOTPRINT FOR ORGANIZATION (CFO) CERTIFICATION 2020

TSMT - SISCO Plant received the certificate of Carbon Footprint for Organization for 2020 for the second consecutive years, from Thailand Greenhouse Gas Management Organization (Public Organization). The award is given to organizations that are involved in reducing greenhouse gas emission of the country and giving importance to the environment seriously.



GREEN MINING AWARD 2020

TSMT - NTS Plant and SCSC Plant received the Green Mining Award for the third consecutive years in 2020 from Department of Primary Industries and Mines, Ministry of industry for improving and enhancing the environmental friendly business. Their social responsibilities have been well accepted that are able to live with the communities smoothly and build sustainable economics, society and country development.



GREEN STAR AWARDS 2020

TSMT - SCSC Plant received the Green Star Awards 2020 from Industrial Estate Authority of Thailand. This award is given to the company that has excellent level assessment in environmental and safety management.



THAILAND KAIZEN AWARD 2020

TSMT - NTS Plant received Thailand Kaizen Award 2020, silver medal, the highest level of innovation kaizen category from Technology Promotion Association (Thailand-Japan).



MESSAGE FROM THE CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY COMMITTEE



“BEST IN CLASS IN ASEAN IN VALUE CREATION FOR STAKEHOLDERS AND CORPORATE CITIZENSHIP”

Dear Shareholders,

For the financial year 2020 – 2021, the Corporate Social Responsibility and Sustainability Committee performed their duties according to the charter, approved by the Board of Directors. During the year, the Company formulated the new Vision to be “Best in class in ASEAN in Value Creation for Stakeholders and Corporate Citizenship”. The same was reviewed and approved by the Board of Directors. The new Vision reinforces Company’s desire and commitment to continue on the path to become a sustainable organization with high standards of corporate citizenship.

There were 2 meetings during the year. The attendance records of the directors are as shown below:

Name	Position	Attendance/ No. of meetings held
1. Mr. Hatasakdi Na Pombejra	Chairman	2/2
2. Mr. Ashish Anupam	Member	2*/2
3. Mr. Rajiv Mangal	Member	2/2

Note:

*Attended via video conference

The Corporate Social Responsibility and Sustainability Committee has focused on the supervision and monitored of the performance in three aspects namely, (1) Occupational Safety, Health and Environment, (2) Corporate Social Responsibility and (3) Sustainable Development and regularly reported the progress to the Board of Directors. The report of significant duties is as follows:-

1. Occupational Safety, Health and Environment (OSHE)

The Committee has provided oversight on this by focusing on 6 strategic priorities 1) Safety Leadership Development to be role model for employees 2) Organizational Safety Competency and Capability Enhancement 3) Contractor Safety Management 4) Road Safety 5) Process Safety Management and 6) Occupational health and industrial hygiene. Apex Safety Council (ASC) in the Company formulates, tracks and reviews the effective deployment of the OSHE policies on a monthly level. There are six Apex Safety Sub-Committees (ASSC) to deploy the same across the various locations through Plant Implementation Committees (PIC) and Department Implementation Committees (DIC). The PIC and DIC take the feedback and cooperate with the Committee of OSHE of each plant and the head office which in turn has employees' representatives as per labor laws.

The performance according to the Annual Business Plan (ABP) and the safety strategic priorities is as given below:

- The Company organized quarterly campaigns to raise occupational safety awareness amongst the employees and contract workers. During this year, the themes were: Hearing Protection, Hand Injury Free, Working at Height and Road Safety.
- Health: Determination and implementation of COVID-19 prevention measures in all 3 plants and head office according to guidelines of Ministry of Public Health such as social distancing, providing face masks and hand sanitizer, checking the temperature before entering work and improving workplace. In addition, the Company has promoted good health for employees in the program of "We all can be Better than Before" by motivating employees to participate and improve their individual health index in four factors which are Body Mass Index (BMI), Blood Pressure, Diabetes and Cholesterol. As a result, 62% of employees had maintained and improved their health index in 2020 compared to 2019.

- Development of safety management system for all 3 plants from OHSAS18001 to be ISO45001.
- Implementation of Process Safety Management (PSM) as per 14 module requirements of Industrial Estate Authority of Thailand by completing pilot PSM at SCSC plant. Implementation of the same at SISCO and NTS plants is underway.
- Providing of training and development of knowledge and skills in occupational safety and health to employees by focusing on the safety standards. 99.7% of the employees and contractors were trained on at least one course.
- Continuing the implementation of Contractor Safety Management (CSM) by improving the safety performance to increase the 4 and 5 stars rating contractors. Criteria for high risk job has been revised to have contractors to be at least at 4 stars rating.

2. Corporate Social Responsibility (CSR)

The Committee supervised and monitored the CSR performance in compliance to Annual Business Plan of the Company and its subsidiary by complying to the long term mission and expectations of the communities. The Company has focused on improving the quality of life of people in the communities around the workplace and the plants to gain trust and accept the Company as a part of building the sustainable community. The key performance in fiscal year 2020 - 2021 consisted of:-

- Development of prosperity and income for the community together with strengthening the community enterprises to develop their local products and able to expand business on their own according to the Thailand Board of Investment promotion program (CSR-BOI) totaling 3 projects. The first 2 projects of Curry Puff product by SISCO plant cooperated with Ban Moh Community Enterprise, Saraburi Province, and Chinese sausage and egg noodles products by NTS Plant cooperated with Noen Kra Bok Community Enterprise, Chonburi Province, the Company already repaired the buildings and provided new machines and equipment to improve their products' quality and production efficiency. Another CSR-BOI project of Chocolate-covered riceberry snack bar product by SCSC Plant cooperated with Koh Kok Community Enterprise, Rayong Province is on process to provide the machines to them in the next fiscal year. In addition, all 3 Plants have motivated their employees

to participate in communities' development by sharing knowledge of management and business practices to assist them in building stability for the community enterprises.

- Continuously strengthening relationships with communities and government agencies e.g. regular meeting with community representatives and local press, donating of 215,000 Baht for fighting against COVID-19 to 3 Hospitals; Saraburi Hospital, Rayong Hospital and Queen Savang Vadhana Memorial Hospital in the provinces where our plants located, and supporting communities to open market for selling their One Tambon One Product (OTOP) to the employees and contractors at the plants at the end of each month.
- Promotion of religion, culture and education: participated in community events or traditional occasions such as Buddhist Lent Day Candle Ceremony, Kathin - Pharpa Samaggi Ceremony, Annual Masjid Tea Tradition Ceremonies of Islamic Community, etc. Donation of computer by cooperating with the Mirror Foundation to donate 40 set of the second hand's computers to Wat Ko Choeng Wai School, Saraburi Province and Ban Khaohin School, Chonburi Province. The Company also offered scholarships to underprivileged students in schools around the plants, renovated playground equipment in various schools, etc.
- Promoting good health and safety for communities by arranging motorcycle safety driving training, blood donation for The Thai Red Cross Society, making of 14 foot pedal alcohol gel dispenser from rebar of the plant and giving to the communities, and painting social distancing signs at schools to prevent the COVID-19 pandemic.
- Environmental conservation: initiating of "The Queen Mother's Birthday Reforestation Project Year 5th" project by planting trees, building dams and repairing artificial salt licks at Namtok Chet Sao Noi National Park, Saraburi Province and Ban Phu Don - Huay Mahad Community Forest, Rayong Province, initiating of "Forest For Life For our Beloved KING Year 9th" project by planting 1,000 mangroves and building artificial local coral which made from wood scraps or tree branches floating in the sea in remembrance to His Majesty King Bhumibol Adulyadej The Great and to honor His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua at Mangrove Forest Conservation Learning Center, Klong Tumru Sub-District, Chonburi Province and "Follow in His Majesty's footsteps Mangrove Restoration" project by planting 1,000 mangrove trees at Small Boat Fishing Takuan-Ao Pradu Community, Rayong Province.

3. Sustainable Development

Due to the Company's sustainability materiality issues have been assessed since FY18, therefore, the Company assigned the management to do a survey of the materiality issues for all stakeholders at the end of last year. The Committee reviewed the results of new assessment to keep up with the current situations, challenges and changes in the future. The materiality issues of sustainability were analyzed and prioritized to be 5 Focus Issues for FY21 onwards. The Committee had supervised and monitored the performance in compliance to Annual Business Plan, the Key Performance Indicator and targets which were identified by the management. The Key highlights of these 5 focus materiality issues are as follows:-

- 1) Customer Satisfaction: Focusing on Customer Centricity and visiting the customers regularly in order to listen to their opinions and develop products by meeting face to face and by telephone or social media during COVID-19 outbreak. The Company has continuously improved the quality of products and services, such as improving quality of wire rods, surface scale, surface quality, increasing grades and sizes, increasing drawing ability to be suitable for customer application including for automotive parts, developing and delivering innovative products to continuously meet the needs of customers, for instances, Seismic Rebar that enhance safety for customers, Cut and Bend product that helps reduce the waste of unused steel from cutting and bending at the site, Deformed Bar: Grade SD50 that has higher strength compared to SD40, Readymade Dowel that can reduce import steel product from abroad, Readymade Deformed Bar Stirrup that used for the reinforcement of concrete structures, GB rebar for Thai-Chinese High Speed Rail project as well as faster services to response the customer's expectation.



2) Corporate governance and promoting ethical behavior: The Company was evaluated and received the CG score of 2020 at 93 (Excellent level) which is better than last year at 90. In addition, the Company had trained Tata Code of Conduct and related policies such as Whistle Blower Policy, Anti-Bribery and Anti-Corruption Policy to 100% of new employees and arranged communication's sessions with customers, vendors and contractors in annual meetings for clarification the Tata Code of Conduct and related policies. The Company also continuously cooperated with Thai Private Sector Collective Action Against Corruption Council (CAC).

3) Air Emissions: CO₂ emission was at 0.624 ton/ton of crude steel better than previous year of 0.667 ton/ton of crude steel achieved through the implementation of key energy and production factors with more efficiency from power reduction project by using Tap20 at SISCO Plant, upgrading RHF1 control system Level 2 at NTS Plant and using Solar Power. SISCO plant won the certificate of Carbon Footprint for Organization (CFO) Award from Thailand Greenhouse Gas Management Organization (Public Organization) for reduction in Green House Effect. Moreover, NTS and SCSC plants won Green Mining Awards 2020 for 3 consecutive years from the Department of Primary Industries and Mines (DPIM), Ministry of Industry. SCSC plants also won Green Star Awards 2020 from Industrial Estate Authority of Thailand.

4) Community Engagement: In fiscal year 2020 - 2021, 100% of employees participated in CSR activities in various projects complying with annual business plan with an average of 8.6 hours per person per year and impacted to more than 50,000 people in community. NTS and SISCO plant won CSR-DPIM Continuous Award 2020 from Department of Primary Industries and Mines, Ministry of Industry and all 3 Plants also won CSR - DIW Continuous Award 2020 from Department of Industrial Works, Ministry of Industry.

5) Occupational Health and Safety: The Company focused on actions that complied to six safety strategic priorities including health care for employees and contractors to prevent the spread of COVID-19 according to the guidelines of the Ministry of Public Health as well as encouraging employees to Work From Home (WFH). In FY21, the Company had Loss Time Injury Frequency Rate (LTIFR) at 0.21 time/million working hours. The number of minor injuries reduced to 8 from 16 cases in the previous year and there was no employees and contractors infected with COVID-19. NTS plant won National Safety Excellence Award 2020 from the Labour Protection and Welfare Department, Ministry of Labour.

Overall, the Company strongly continues its journey on the path of sustainability development. During the year, the Company received "Thailand Sustainability Investment (THSI) Award 2020" from the Stock Exchange of Thailand (SET) and "Sustainability Disclosure Award 2020" from Thaipat Institute.

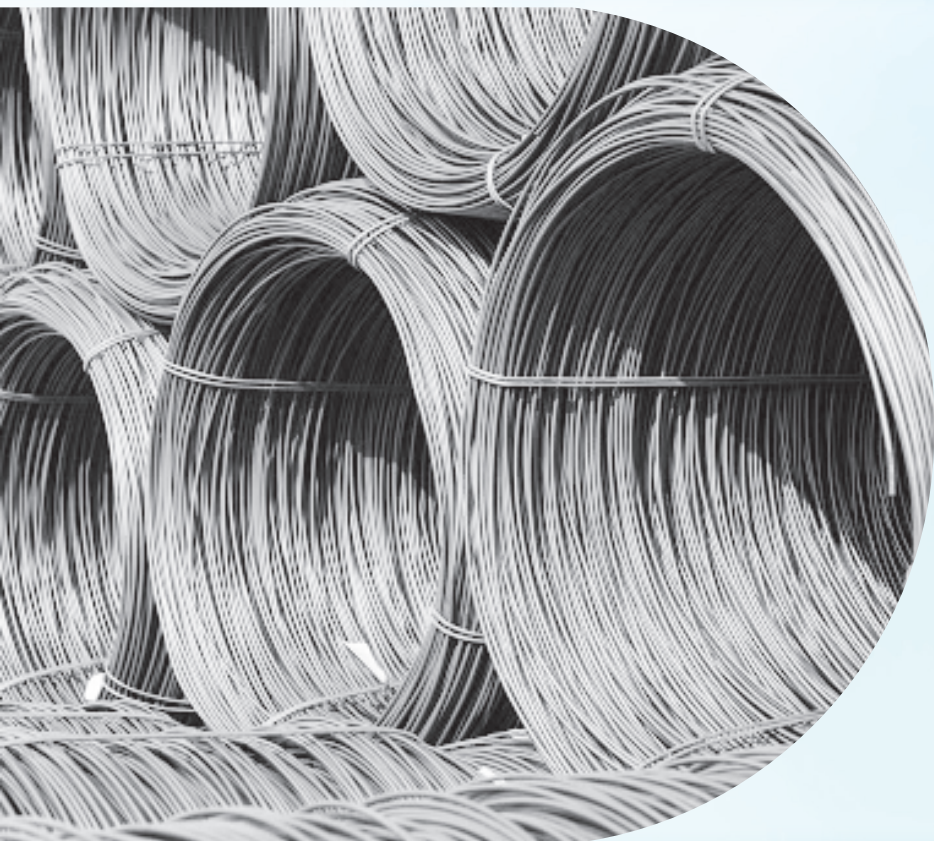
The Corporate Social Responsibility and Sustainability Committee would like to thank all shareholders and stakeholders for their continued support to the Company. We sincerely hope that we will continue to receive your valuable support and advice in taking our mission further.



Mr. Hatasakdi Na Pombejra

Chairman of the Corporate Social Responsibility
and Sustainability Committee





The largest business group of India consists of 10 business clusters that operate in more than 100 countries on six continents. In 2019-2020, the Tata Group has revenue of over 106 Billion USD. The Company employs more than 750,000 people and is listed on 29 stock exchange market around the world with a total market capitalization of 123 Billion USD (as of March 31, 2020). By the name of Tata has been recognized for over 150 years in Business Ethics and Leadership with Trust.

BUSINESS DESCRIPTION OF THE COMPANY

Tata Steel (Thailand) Public Company Limited (TSTH) was formerly known as Millennium Steel Public Company Limited. Millennium Steel Public Company Limited was established by merging the businesses of N.T.S. Steel Group Plc. (NTS) whose shares were held by Horrungrueng Group and Siam Iron and Steel (2001) Co., Ltd (SISCO) and Siam Construction Steel Co., Ltd (SCSC), whose shares were held by Siam Cement Holding Company Limited. In 2006, Tata Steel Limited (TSL), through its wholly owned subsidiary Tata Steel Global Holdings Pte. Ltd. (TSGH), acquired the majority stake in Millennium Steel Public Company Limited. Subsequently, the Company changed its name from Millennium Steel Public Company Limited to Tata Steel (Thailand) Public Company Limited (TSTH).

The Company's major shareholder, Tata Steel Global Holdings Pte. Ltd. (TSGH), is a wholly owned subsidiary of Tata Steel Limited (TSL) and operates its business as an investment company with its corporate office at Singapore. TSL is a registered company incorporated under Indian Laws and is

among the top three integrated steel producers in India. TSL (Indian operations) is in the same industry as the Thailand based Company. However, TSL's product range is much more diversified and the company caters to a wider group of customers. TSL extends support to TSTH in the business operations by providing assistance in technology knowhow; treasury and finance; training and development of people; occupational safety, health and environment; and Information technology through its network of manufacturing plants and offices around the world. Along with operations in Singapore & Malaysia, TSL drives the long products strategy in India and SE Asia in an integrated manner.

TSTH operates its business as a holding company with 99.76% shareholding in its subsidiary: Tata Steel Manufacturing (Thailand) Plc. (TSMT). The subsidiary has three steel plants; NTS, SISCO, and SCSC plants which produce Reinforcement bars (Rebars) including ready to use cut & bend products, Wire Rods, Small Sections and Special Bar Quality steel in state of the art facilities and led by an experienced and knowledgeable management team.

POLICY ON DIVIDING OF OPERATION BETWEEN COMPANIES WITHIN THE GROUP

The Company's operations are undertaken in a cohesive manner with the Tata Steel (Thailand) Plc as the policy making body and the three plants be responsible for carrying out the operations according to the prescribed policies with regard to marketing and sales, production, raw material sourcing, finance, human resources management and other aspects of the business.

The Company has a policy to allocate production at each of its subsidiaries with an objective to maximize the profitability of the Company as a whole. The product mix is derived based on the technical and production capability of each plant and specific decisions to manufacture a particular product is based on the market needs and to serve customer specific requirements if any.

SHAREHOLDING STRUCTURE





OUR MISSION

To develop and supply value added steel and build long term relationship with stakeholders based on trust and care



OUR VISION

Best in class in ASEAN in Value Creation for Stakeholders and Corporate Citizenship



SAFETY

Reduce Loss Time Injury Frequency (LTIF) to 0.
Be a Zero harm company

TATA VALUES

Tata has driven the organization with five core values that underpin the way we conduct our business activities, including;



INTEGRITY

We will be fair, honest, transparent and ethical in our conduct; everything we do must stand the test of public scrutiny.



EXCELLENCE

We will be passionate about achieving the highest standards of quality, always promoting meritocracy.



UNITY

We will invest in our people and partners, enable continuous learning, and build caring and collaborative relationships based on trust and mutual respect.



RESPONSIBILITY

We will integrate environmental and social principles in our businesses, ensuring that what comes from the people goes back to the people many times over.



PIONEERING

We will be bold and agile, courageously taking on challenges, using deep customer insight to develop innovative solutions.

GENERAL INFORMATION

Company's name	Tata Steel (Thailand) Public Company Limited. ("the Company" or "TSTH") (Formerly known as: Millennium Steel Public Company Limited. or "MS")
Business Type	Manufacturer and distributor of long steel products
Securities Trading Symbol	TSTH
Established Date	July 12, 2002
Listing Date	November 29, 2002
Head Office	555 Rasa Tower 2, 20 th Floor, Phaholyothin Road, Chatuchak, Bangkok 10900, Thailand
Telephone	+66-2937-1000
Fax	+66-2937-1224

GENERAL INFORMATION

Website	https://www.tatasteelthailand.com
Paid Up Capital	8,421,540,848 Baht
Ordinary Shares	8,421,540,848 Shares
Par Value	1.00 Baht per share
Numbers of employees (as of March 31, 2021)	1,101 employees
1 Subsidiary Company	Tata Steel Manufacturing (Thailand) Plc. (TSMT) which comprises of 3 steel plants: NTS Plant, Chonburi Province; SISCO Plant, Saraburi Province and SCSC Plant, Rayong Province

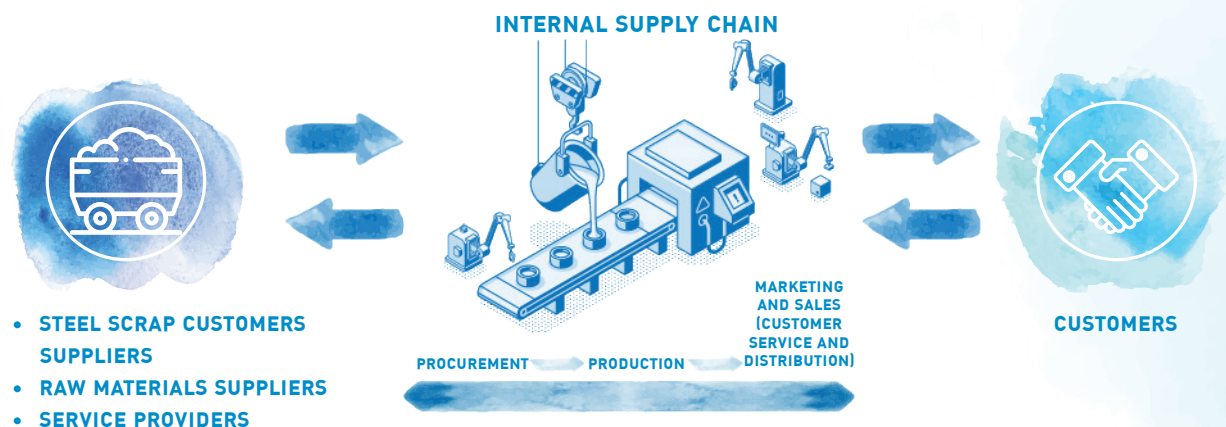
PRODUCTION CAPACITY OF 3 PLANTS OF TATA STEEL (THAILAND) PLC.

Unit: Million Tons per annum

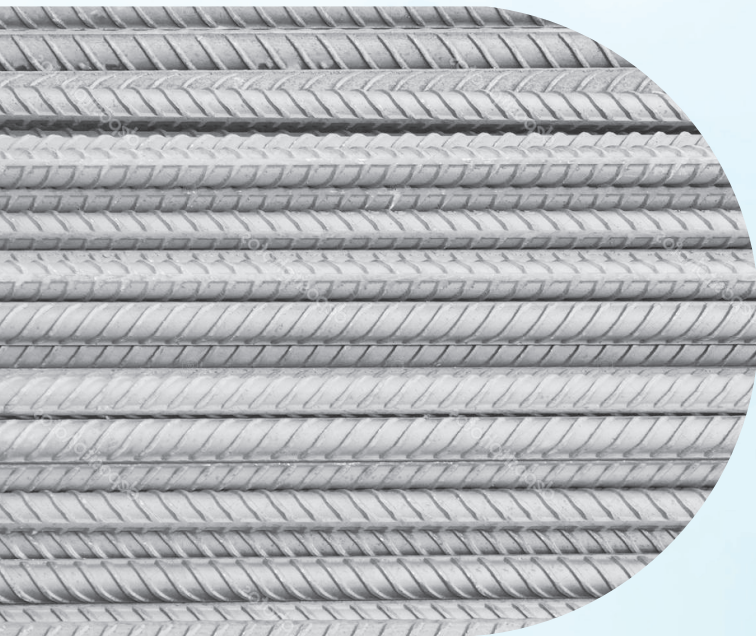


With the total finished goods production of 1.33 Million Tons, the capacity utilization for the financial year ending in March 31, 2021 stood at 78%.

VALUE CHAIN



Supply chain of the Company starts with scrap suppliers both domestic and international, raw materials and service providers. Procurement Division will contact with these group of vendors to procure materials and services to support the production of each plant to produce finished products. Then, the finished goods will be delivered and distributed to customers by the Marketing and Sales Division.



MANAGEMENT STANDARD SYSTEM

The subsidiary of Tata Steel (Thailand) namely; Tata Steel Manufacturing (Thailand) Plc. (TSMT) which comprises of 3 steel plants, NTS Plant, SISCO Plant and SCSC Plant have adopted international standards and received certificate of Quality Management System ISO9001:2015 and also received certificates of General requirements for the competence of testing and calibration laboratories ISO/IEC17025:2005.

In addition, the Company realizes the importance of the environment control. All the three plants have received ISO14001:2015 certificate for the environmental control and also SISCO Plant received certificate of Carbon Footprint for Organization (CFO) from Thailand Greenhouse Gas Management Organization (TGO).

The Company accords highest priority to safety and well-being of workmen at the workplace. All the three plants have received certificate of International standard of Occupational Health and Safety Management Systems TIS18001:2554/ISO45001:2018.

Tata Steel (Thailand) Marketing & Sales and Procurement Divisions are also ISO9001:2015 certified for Quality Management System.



SUSTAINABLE PARTNERSHIP

- The Company is a member of EAF Long Steel Product Producers Association, Thai Steel Wire Rods Association, Association of Hot Rolled Structural Steel Manufactures and Standard Long Steel Product Trade Association that is being as the manufacturer's representative for coordinating with the government in various fields such as the preparation of industrial standards etc. by having Mr. Wanlert Kanwiwat, Chief Operating Officer of Tata Steel (Thailand) Plc. as the President of EAF Long Steel Product Producers Association and Standard Long Steel Product Trade Association.
- Tata Steel (Thailand) and its subsidiary included all 3 plants: NTS Plant, SISCO Plant, and SCSC Plant, together with 49 steelmaking companies in Thailand from 8 steelmakers associations, signed the ratification to not produce substandard rebars.
- Since 2015, the Company has listed as 1 of the first 30 companies that joined UNICEF in Child Friendly Business: "The Children Sustainability Forum" to make a commitment to Child Rights protection.
- Since 2016, the Company has certified as a member of Thai Private Sector Collective Action Coalition Against Corruption (CAC) and at present the Company was considered for recertification by CAC to be a certified member for the 2nd time that has the completed policy, procedures and practices for preventing corruption within the organization. The Company has also joined Partnership Against Corruption for Thailand (PACT).
- In 2021, the Company joined with The Federation of Thai Industries in requesting for certification of the Company's products as Made in Thailand (MiT) products, which is the collaboration between the government and the Federation of Thai Industries. This campaign aims to drive the use of domestic products in various government projects to reduce imports and push circular economy which will lead to sustainable growth of the country.







Made in Thailand



The Company has given an importance to the stakeholders' engagement both internal and external which affected to the business operations by considering the suggestions from stakeholders for improving the processes and taking the assessment that are critical to sustainability. It can be divided the responsibilities for stakeholders who got affected or may be affected by the impacts of the Company's operations into 10 groups. Each group will have different types of communication and participation as appropriate.

STAKEHOLDER AND RESPONSE TO THE EXPECTATION OF EACH STAKEHOLDER

STAKEHOLDER	EXAMPLE OF ENGAGEMENT	EXPECTATION ISSUES
1. SHAREHOLDER 	<ul style="list-style-type: none"> • Annual General Meeting • Plant visit • Annual Report • Sustainability Report • Sustainability issues survey • Complaints across multiple channels • Direct contact with the Company 	<ul style="list-style-type: none"> • Return on investment • Company growth • Transparency and accuracy of information
2. CUSTOMER 	<ul style="list-style-type: none"> • Satisfaction Survey • Sustainability issues survey • Customer meeting • Contact via electronic media and telephone • Complaints across multiple channels • Other activities organized by the Company 	<ul style="list-style-type: none"> • Products and services satisfaction • Receive quality of products and services with reasonable prices
3. PARTNER 	<ul style="list-style-type: none"> • Partner meeting • Contact via electronic media and telephone • Sustainability issues survey • Complaints across multiple channels • Other activities organized by the Company 	<ul style="list-style-type: none"> • Receive purchase orders or services with accuracy and completion • Get paid on time • Maintain good relationship between seller and buyer
4. EMPLOYEE 	<ul style="list-style-type: none"> • President and CEO meets employees activity • Internal communication • Employees engagement survey • Sustainability issues survey • Suggestion box • Complaints across multiple channels • Other activities organized by the Company 	<ul style="list-style-type: none"> • Job security and career advancement • Satisfied welfare and benefits • Opportunity to learn, develop knowledge and capability • Well treated for occupational health, safety and quality of life

STAKEHOLDER	EXAMPLE OF ENGAGEMENT	EXPECTATION ISSUES
5. COMMUNITY AND SOCIETY 	<ul style="list-style-type: none"> Activities with communities Leaders of communities visit Communities visit Sustainability issues survey Complaints across multiple channels 	<ul style="list-style-type: none"> Preserve communities environment by refusing the emerging pollutants Support local activities Participate in creating public interest and help local communities increase their income No complaints from the communities Communities satisfaction with the Company's operation
6. COMPETITOR 	<ul style="list-style-type: none"> Meeting and discussion Sustainability issues survey Complaints across multiple channels 	<ul style="list-style-type: none"> Treat competitors fairly followed by competitive frameworks Marketing and sales which comply with the law and ethics
7. NON-PROFIT ORGANIZATION AND LOCAL GOVERNMENT AGENCY 	<ul style="list-style-type: none"> Meeting and discussion Sustainability issues survey Support local activities Complaints across multiple channels 	<ul style="list-style-type: none"> Reduce effect from pollution
8. REGULATOR 	<ul style="list-style-type: none"> Meeting and discussion Sustainability issues survey Government agencies report 	<ul style="list-style-type: none"> Comply with the law and regulations Reduce effect which may occur with communities and environment
9. PRESS 	<ul style="list-style-type: none"> Quarterly press conference on business performance Sustainability issues survey Complaints across multiple channels Contact via electronic media and telephone 	<ul style="list-style-type: none"> Disclose with clear, accurate, pertinent information, and keep up to date.
10. CREDITOR 	<ul style="list-style-type: none"> Quarterly conference on business performance Sustainability issues survey Complaints across multiple channels Contact via electronic media and telephone 	<ul style="list-style-type: none"> Make confidence that creditors will receive full and timely repayment.



SUSTAINABILITY KEY MATERIAL ISSUES ASSESSMENT

Tata Steel (Thailand) Public Company Limited has conducted the first sustainability key material issues assessment of the business since the year 2017 and set the procedures and assessments for the second time in financial year 2020, which already finished in February 2020 and implemented in the financial year 2021 started in April 2020 onward.

1. MATERIAL ISSUES AND STAKEHOLDERS IDENTIFICATION

The Company has compiled information on material aspects of the sustainability of the business from both internal and external stakeholders through multiple channels and methods suitable for each group of stakeholders, such as meetings, formal and informal interviews, questionnaires, etc. Additionally, the Company has summarized the important issues to its business from the management's opinion based on the vision of Tata Steel, the challenges that the Company confronted during the past year, the company's long-term plan, the enterprise risks and other external factors that has both positively and negatively impact on the Company's business, the global sustainability trends, standards and other requirements, the government strategic plan, the demands and expectations of the stakeholders. Thus, the Company has also reviewed the issues of the previous year and the scope of importance to stakeholders in each issue.

2. MATERIAL ISSUES PRIORITIZATION

The Sustainable Development Core Committee has considered categorizing and prioritizing the group of business key material issues by rating the levels of impact on operations and value creation for the Company covering the economic, environmental and social issues, including considering the levels of influence

on the assessment and the decision-making of stakeholders on various issues, based on the Global Reporting Initiative (GRI) Standards, and then defined in the Materiality Matrix table.

3. MATERIAL ISSUES REVIEW

The management of the Company reviewed the results of the business key materiality to ensure that the issues have been prioritized in order to reflect the important matters to the Company and Stakeholders with well balance before proposing to the Corporate Social Responsibility and Sustainability committee for validation and approval.

4. MATERIAL ISSUES VALIDATION AND APPROVAL

The Corporate Social Responsibility and Sustainability committee considered and approved key materiality issues that are important to business sustainability and its prioritization. The committee also set guidelines for responding to stakeholders on various issues and assigned the related executives to proceed in accordance with the guidelines. The key performance indicators and essential targets for each issue were defined to use for performance evaluation across the organizational, divisional level and results linked to the performance evaluation of management and related employees.



ECONOMY

- 1 Procurement Practices
- 2 Risk Management
- 3 Customer Satisfaction
- 4 Product and Services Innovation
- 5 Product Brand and Advertising
- 6 Corporate Governance and Promoting Ethical Behaviors
- 7 Regulatory Compliance
- 8 Sustainable Supply Chain

ENVIRONMENT

- 9 Energy Management
- 10 Water Management
- 11 Waste Management (Solid, Effluent, Electronics)
- 12 Air Emission (SO_x, NO_x, CO₂)

SOCIETY

- 13 Community Engagement
- 14 Labour Management Relations
- 15 Occupational Health and Safety
- 16 Development Capability of People
- 17 Employment Retention



SUPPORTING SUSTAINABLE DEVELOPMENT GOALS

The Company is committed to conducting business on a basis of “Sustainable Development” by defining the strategic direction of the organization that taking into account various challenges and trends both at international and country level. It has been linked and responded to the Sustainable Development Goals: SDGs of the United Nations covering economic, environmental and societal dimensions. In fiscal year 2020 - 2021, the Company has considered 15 essential goals with related objectives as follows:



Goal 1 End poverty in all its forms

OBJECTIVE

- 1.1 Eradicate all forms of severe poverty



Goal 3 Good Healthy and well - being

OBJECTIVE

- 3.4 Reduce premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
- 3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
- 3.6 Halve the number of global deaths and injuries from road traffic accidents
- 3.8 Achieve universal health coverage, including access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
- 3.9 Substantially reduce the number of deaths and Contamination by air pollution, water pollution, and soil pollution



Goal 4 Equitable quality education

OBJECTIVE

- 4.6 All youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy



Goal 5 Gender equality

OBJECTIVE

- 5.1 End all forms of discrimination against all women and girls everywhere
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision - making



Goal 6 Clean water and sanitation

OBJECTIVE

- 6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and reuse
- 6.6 Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes



Goal 7 Clean Energy for all

OBJECTIVE

- 7.2 Increase substantially the share of renewable energy in the global energy mix
- 7.3 Increase the global rate of improvement in energy efficiency

8 DECENT WORK AND ECONOMIC GROWTH



Goal 8 Good Jobs and Economic Growth

OBJECTIVE

- 8.1 Sustain per capita economic growth in accordance with national circumstances
- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added sectors.
- 8.4 Improve progressively, global resources efficiency in consumption and production
- 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including end child labour in all its forms.
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Goal 9 Innovation and Infrastructure

OBJECTIVE

- 9.1 Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being
- 9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource - use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes

10 REDUCED INEQUALITIES



Goal 10 Reduced inequalities

OBJECTIVE

- 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

11 SUSTAINABLE CITIES AND COMMUNITIES



Goal 11 Sustainable cities and communities

OBJECTIVE

- 11.1 Ensure access for all to adequate, safe and affordable housing and basic services
- 11.2 Provide access to safe, affordable, accessible and sustainable transport systems for all
- 11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and other waste management.
- 11.7 Provide universal access to safe, inclusive and accessible, green and public spaces

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Goal 12 Sustainable consumption and production patterns

OBJECTIVE

- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, and significantly reduce their release to air, water and soil
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.6 Encourage companies to adopt sustainable practices and to integrate sustainability information into their reporting cycle



Goal 13 Combat the climate change

OBJECTIVE

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters
- 13.2 Integrate climate change measures into national policies, strategies and planning
- 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning



Goal 14 Sustainable use of the oceans, seas and marine resources

OBJECTIVE

- 14.2 Sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans



Goal 15 Sustainable use of terrestrial ecosystems

OBJECTIVE

- 15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands
- 15.2 Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation



Goal 16 Peaceful societies and justice

OBJECTIVE

- 16.1 End abuse, exploitation, trafficking and all forms of violence against and torture of children
- 16.5 Substantially reduce corruption and bribery in all their forms
- 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels



KEY MATERIALITY ISSUES ON BUSINESS SUSTAINABILITY AND SUSTAINABLE DEVELOPMENT GOALS

The Company has brought the results of the materiality issue assessment on business sustainability from both internal and external stakeholders that are their key concerns. These have also been considered and reviewed by the Corporate Social Responsibility and Sustainability Committee with focusing on 5 key materiality issues. The action plans for these issues have been implemented according to the key performance indicator, and targets which the results can be linked to the Sustainable Development Goals covering economic, environmental and societal dimensions as follow:

ECONOMIC DIMENSION:



GOOD CORPORATE GOVERNANCE AND PROMOTING ETHICAL BEHAVIORS

- **Structure of Management of Business Ethics:** has been established with Apex Business Ethics Committee and Business Ethics Sub - Committee of headquarter and all three plants including employees and contractor's representative. The structure includes the Ethics Counselor/ Ethics Coordinator in each location which consisted of 2 males and 1 female serving as secretary for each sub-committee. The proportion of Ethics Coordinators to total employees is 1 to 92 while proportion of female Ethics Coordinator to total female employees is 1 to 48.
- **Women Committee:** takes care of each company's women employees including subcontractors to be treated in accordance with Tata Code of Conduct properly. The action plans for taking care of women employees and subcontractors have been set in various matters such as competency and potential development of women employees, seeking ways to eliminate or resolve problems that may obstruct the work, etc.
- **Equal opportunity employer:** The Company provides equal opportunities to all our employees and to all eligible applicants for employment in the Company. We do not unfairly discriminate on any ground, including race, caste, religion, colour, ancestry, marital status, gender, sexual orientation, age, nationality, ethnic origin, disability or any other category protected by applicable law.
- **Occupational Health and Safety:** The Company adopted the Safety Excellence Journey (SEJ) as guiding principles for improving the health and safety of all employees. There are clear structures of safety management; At the highest level is Apex Safety Council (ASC) which includes President and CEO and all Vice Presidents. There are 6 sub-committees supporting to set up safety policies and safety procedures, including building safety culture and setting safety standards. At the plant level, there are safety committees to implement and drive the safety to be accomplished as per the policy.
- **Human Rights:** The Company clearly defines the Human Rights policy in treating various groups of stakeholders, including the policy not to employ child labour and use of forced labour in any forms. The Company commits to manage employees, business partners and contractors working on behalf of the Company to adhere to the same principles and give importance in bringing the human rights' principles as guidelines for business operations in all aspects.
- **Anti-Bribery and Anti-Corruption and Business Ethics Policies:** The Company has a clear policy on Anti-Bribery and Anti-Corruption in all forms and provided training and communicating to the Board of Directors, Executives and all employees to acknowledge and follow. This includes policies related to promoting ethical behavior such as Providing or Receiving Gift and Hospitality Policy, Policy for providing gifts to government agencies, Whistle Blower Policy, and Policy and Practices for the prevention of sexual harassment at the workplace, etc.
- The Company has been approved as "a certified member" of Thai Private Sector Collective Action against Corruption (CAC) since 2016 and at present has recertified for the 2nd time in 2019. The Company also invited business partners to submit the Declaration of Intent to join Thai Private Sector Collective Action against Corruption (CAC). Moreover, the Company has also been a member of Partnership against Corruption for Thailand (PACT) and signed a declaration to promote children's rights and business principles at "The Children Sustainability Forum", hosted by UNICEF.



RISK MANAGEMENT

- The Company follows a robust five steps' Enterprise Risk Management process to address the risks associated with its business. The ERM process framework has evolved and is aligned with Tata Steel (TSL) Group which is based on international standards with inputs drawn from the best practices of leading companies across industries.
- A risk portfolio matrix has been developed consisting of all known business risks, followed up with a detailed analysis of business environment, market condition and risk mitigation plans with process owners. The Company identified risks and categorized them into Macroeconomic and Steel Market Risks, Risk of Raw Material Supply, Safety, Health, and Environment Risks, Information Security Risks, Human Resources Risks, Financial Risks, Risks associated with Natural Calamity, and Emerging Risk. For these risks, the Company has followed up and reviewed on a monthly basis in the Executives' meeting and on a quarterly basis in the Audit and Risk Management Committee meeting.



CUSTOMER SATISFACTION

- The Company creates the customers involvement in developing and delivering innovative products to continuously meet the needs of customers, for instances, Seismic Rebar that enhance safety for customers, Cut and Bend product that helps reduce the waste of unused steel from cutting and bending at the site, Deformed Bar: Grade SD50 that has higher strength compared to SD40, Readymade Dowel that can reduce import steel product from abroad, Readymade Deformed Bar Stirrup that used for the reinforcement of concrete structures. Ready to use Footing produced to allows the foundation work to be easy, convenient, quick and durable. GB rebar for Thai-Chinese High Speed Rail project and High Carbon Wire Rod for Tire Cord that helps reducing the import of raw materials used for tire cord production and helps tire manufacturers in Thailand gain competitive advantage over the global players. In addition, the Company is developing SD60 quality deformed bars that can bear more strength than general deformed bars. This allows the designer to reduce the amount of deformed bars and the cost of construction, as well as being able to design more variety.
- The Company has organized an Excellent Retail Partnership project which helped the Company gained higher sales volume in retail and modern trade channels and the consumers are more convenient to easy access and purchase our products.
- The Company has determined to conduct the Customer Satisfaction Survey every two years. Base on third party assessment, the latest survey results for the year 2017-2018 has shown the customer satisfaction rating improved from the previous year at 81 to 84 points. The quality of the Company's products had received the highest satisfaction rating among its peers.
- The Company uses digital technology to support customer services. Our sales representatives use Line application, e-mail and customer visit report program to contact and listen to customers' feedback for improving and developing the systems to promptly respond to the needs of customers. The Company brings IT technology to enhance service speed like Tag QR code, Certificate Online system, Cut and Bend web ordering. The Company also offers additional online channels to contact with customer via the Company's website, Line Application, Facebook, etc. for customers to access the products more conveniently and quickly.





ENVIRONMENTAL DIMENSION: AIR EMISSION

- The Company has defined the Climate Change Policy and Environmental Policy by focusing on Green process by using technology that created low pollution and using renewable energy/ alternative energy for Greenhouse Gas reduction, for example, replacing fuel oil usage with natural gas, installing 1.4 MW Solar Roof to replace electric energy from fossil fuel at SCSC Plant which has received a good result. The Company has planned to further implement Solar Roof technology at SISCO Plant and NTS Plant in the future.
- The Company has defined the rate of energy and resources consumption causing CO₂ emission and prepared the action plan to continually improve the production process for less consumption of energy and resources.
- The Company has analyzed the factors causing pollutants resulted from production process and other supporting activities in order to minimize the pollutants. At the same time new researches and technology have been studied and implemented in order to manage the air pollution such as Dust, NO_x, SO_x, and CO₂, etc.
- The Company has organized reforestation activity around plants area and surrounding communities to increase the green areas to help reducing global warming.
- The Company has controlled Greenhouse Gas emission by setting the target of CO₂ emission not over 1 Ton/Ton of crude steel. In fiscal year 2021, Tata Steel (Thailand) Group has successfully controlled CO₂ emission to the atmosphere at 0.624 Ton/Ton of crude steel which was better than the target. (Remark: Data was adjusted based on World Steel Association (WSA) Methodology changed to version 24 in the year 2020).



SOCIETAL DIMENSION: COMMUNITY AND SOCIAL ENGAGEMENT

- The Company aims to end poverty, develop prosperity and income for the community together with strengthening the community and able to sustainable selfreliant. The Company develops their local products according to the Thailand Board of Investment promotion program (CSR-BOI) totaling 3 projects. SISCO plant cooperated with Ban Moh Community Enterprise, Ban Moh District, Saraburi Province for Curry Puff product development. The total sales are increased 756%. Chinese sausage and egg noodles products development project by NTS Plant cooperated with Noen Kra Bok Community Enterprise, Chonburi Province, and the total sales are increased 333%. Another project by SCSC Plant cooperated with Koh Kok Community Enterprise, Rayong Province for Chocolate - covered riceberry snack bar product development Project.
- The Company conducted a survey on the satisfaction of communities nearby the plants towards Corporate Social Responsibility activities. In order to understand the real problems and needs of the community to analyze and develop CSR activity. The community recognizes the benefits and the importance of CSR activity in various dimensions which included generating income for the community, development of public utilities, promoting education, waste management, promoting safety, supporting various community activities, environmental conservation and occupational development. The overall satisfaction results are 90%.
- The Company values the voice of the community and accepts suggestions to improve the Company's performance system and manage public issues. In the past year, there were no complaint from the community.



STRATEGY AND LONG TERM GOALS

In fiscal year 2021, the Company has brought key materiality issues that are important to business sustainability in the level of “Focus” and developed the strategy and long term goals (Goals in fiscal year 2025) as following details;

Key Issues	Important to the Organization	Long Term Objective (FY25)	KPIs & Targets (FY25)
Customer Satisfaction	To ensure that our quality of products and services meet or surpass a customer's expectation and feedbacks are received for our improvement to satisfy the customers in the future.	Become a Supplier of Choice	<ul style="list-style-type: none"> Customer Satisfaction Score > 88 No. of Claim per year <11
Corporate Governance (CG) and Promoting Ethical Behaviours	To create a transparent organizations and reduce the risk of corruption that could affect the Company's business and reputation	Fostering the culture of CG and Ethical Business in all levels of the organization.	<ul style="list-style-type: none"> No. of Whistle Blower Cases > 10 No. of employees who attended TCoC Training 100% CG score > 93
Air Emission	Due to the nature of steel production produces greenhouse gases and other air pollution. Release air emission may affect to the communities and environment.	Global warming mitigation	<ul style="list-style-type: none"> CO₂ Emission (Tons / Tons of crude steel) 0.615* Energy Intensity 9.07 GJ/ Tons of crude steel Green Industry Level 5
Community Engagement	To create “License to Operate” that will result in the smooth operation of the Company including creating engagement with the community, especially young people who may be customers, partners or employees of the Company in the future.	Sustain the Communities in the long run by promoting the education of students and other development projects.	<ul style="list-style-type: none"> No. of employees participated in CSR at least 1 program 100% No. of CSR Hours Volunteering/year > 10 hours/employee No. of beneficiaries from CSR Projects > 55,000
Occupational Health and Safety	Its steel industry has the opportunities and risk on injury, incident and health of employees and contractors	Excellence in Occupational Health and Safety Management	<ul style="list-style-type: none"> Loss Time Injuries Frequency 0 Health Index > 12

* World Steel Association (WSA) changed Methodology

ECONOMIC DIMENSION





GOOD CORPORATE GOVERNANCE AND PROMOTING ETHICAL BEHAVIORS



CORPORATE GOVERNANCE AND REGULATORY COMPLIANCE

The Company provides a report on compliance with the Good Corporate Governance as mentioned in the Annual Report 2020 - 2021 which explains the important issues of Corporate Governance Policy, structure of Committee and Sub-Committee, selection and appointment of the Directors and Senior Management Executives, qualifications of Directors and Independent Directors, guideline and voting procedures, Corporate Governance of subsidiaries and affiliates, use of insider information, auditor remuneration, and compliance with Good Corporate Governance principles in other matters that included shareholder's right, equitable treatment of shareholders, role of stakeholders, disclosure and transparency, and responsibilities of the Board of Directors.

TAX POLICY

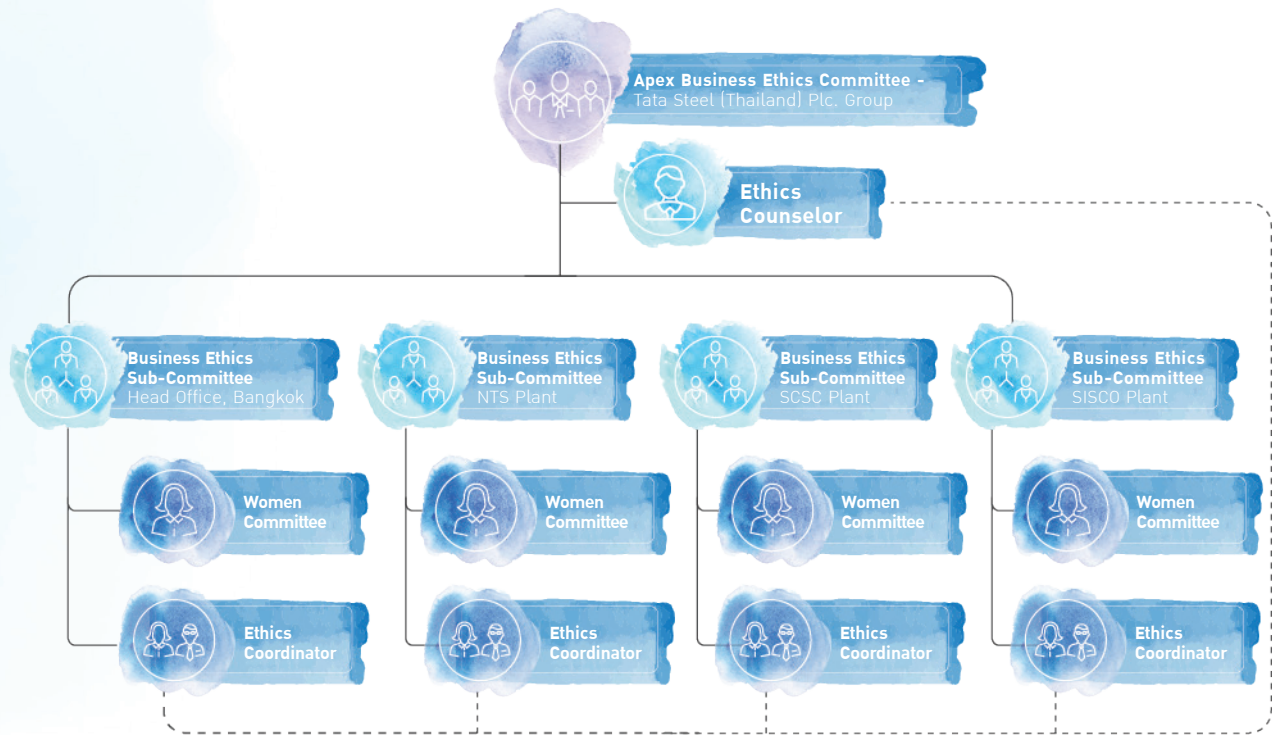
The Company has formulated Tax Policy which demonstrates the commitment of the Company in complying with the law, general accounting standard and other regulations related to tax management, legally usage of tax privileges and tax structure. The strategic risk assessment and tax planning are also integrated to business strategy and regularly reviewed. Tax Policy has been disclosed on the Company's website.

CORPORATE GOVERNANCE REPORT

The Company received the Corporate Governance Report (CGR) for the year 2020 from Thai Institute of Directors (IOD) with the rating of "Excellence", at an average score of 93 points that was higher than the average scores of all listed companies rating of "Very good" at score of 83 points.

The Board of Directors has considered and reviewed the Corporate Governance principles which have been defined in all 5 categories that are shareholders' right, equitable treatment of shareholders, role of stakeholders, disclosure and transparency and responsibilities of the Board of Directors have a score of 98, 99, 93, 94 and 88 points, respectively. The Company has improved the annual performance evaluation form for all Board of Directors and Committees both the whole and individual Directors as well as considered and reviewed the corporate governance reports of each category as recommended by the Stock Exchange of Thailand in order to be more stringent in accordance with the principles of Good Corporate Governance.

STRUCTURE OF MANAGEMENT OF BUSINESS ETHICS



The Company has established the Business Ethics Committee since 2008. Each year, there has been a steadily improvement of its structure for business management to be committed as specified in Tata Code of Conduct properly, completely and stringently. Currently, the Company appointed the Apex Business Ethics Committee - Tata Steel (Thailand) Plc. Group chaired by President and CEO and Ethics Counselor appointed by President and CEO as the secretary.

To ensure that business ethics behavior is extended to cover all of the subcontractors who work in the Company Group, the Company appointed the additional 4 Business Ethics Sub-Committees which consist of Vice President of Plants as the Chairman while the Business Ethics Sub-Committee of the headquarters has been chaired by Vice President - Human Resources and Corporate Affairs. The contractors of each location are invited to be members of the Committees.

Furthermore, Women Committees of each Plant and at Headquarter were appointed to encourage, support and take care of women employees and subcontractors including eliminate or resolve problems that may interfere with working. The Company has also appointed Ethics Coordinators of each subsidiary to serve as secretary of the Business Ethics Sub-Committee of each subsidiary. In order to manage and give advices to the employees on the ethical concerns more effectively, the Company appointed Ethics Coordinators totally 12 persons which consist of 2 males and 1 female in all plants and headquarter. The recent proportion of Ethics Coordinators to total employees is 1 to 92 while the proportion of female Ethics Coordinator to total female employees is 1 to 48. In the past year, Management of Business Ethics at the Company was rated by Tata Sons as "Advanced Maturity Group" for five consecutive years since the fiscal year 2016.

SCOPE OF DUTIES AND RESPONSIBILITIES

1. APEX BUSINESS ETHICS COMMITTEE - TATA STEEL (THAILAND) PLC. GROUP

To encourage, support and supervise overall corporate unit's employees including subcontractors to commit to Tata Code of Conduct properly, completely and stringently. To consider and approve the annual plan on Business Ethics Management of Tata Steel (Thailand) Plc. Group, monitor, follow up and evaluate its progress every month including acknowledgement of the ethical complaints of Tata Steel (Thailand) Plc. Group by the concerned stakeholders.

2. ETHICS COUNSELOR

To give advice on ethical code of Tata Steel (Thailand) Plc. Group to ensure behaviors committing to Tata Code of Conduct properly, completely and stringently. To act as a channel for receiving and collecting issues with regard to business ethics from concerned parties within and outside the Company group. To act as secretary to Apex Business Ethics Committee of Tata Steel (Thailand) Plc. Group with direct reporting to the President and CEO, including being coordinator with Tata Steel Limited, India on behalf of Tata Steel (Thailand) Plc. Group.

3. BUSINESS ETHICS SUB-COMMITTEE

To encourage, support and supervise of Head office or its own plant employees including subcontractors to commit to

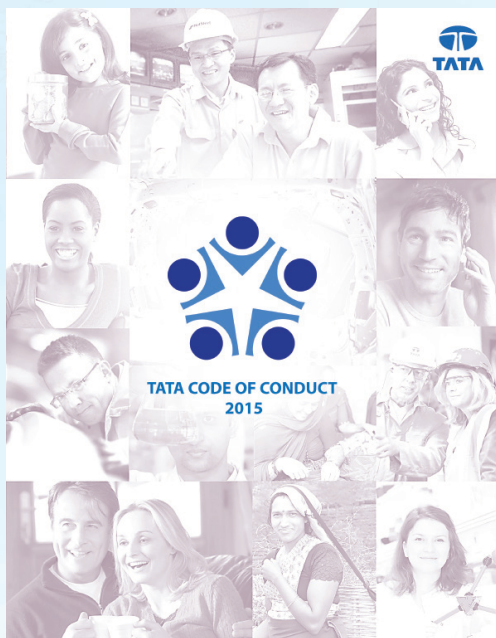
Tata Code of Conduct properly, completely and stringently. To consider and approve the annual plan on Business Ethics Management of Head office or its own plant, monitor, follow up and evaluate its progress every month and report the progress of its Business Ethics Management to the Apex Business Ethics Committee of Tata Steel (Thailand) Plc. Group.

4. WOMEN COMMITTEE

To encourage, support and take care of women employees of Head office or its own plant including subcontractors to be treated in accordance with Tata Code of Conduct properly, completely and stringently. To initiate guidelines and set action plans for taking care of women employees and subcontractors of Head office or its own plant in various matters such as development of women employee's competency and potential, seeking ways to eliminate or resolve problems that may interfere with working, etc. To work in accordance with the action plans, evaluate and follow up the performance for reporting to the concerned Business Ethics Sub-Committee on a regular basis.

5. ETHICS COORDINATOR

To coordinate on ethical issues among Departments of Head Office or its own plant. To act as secretary to Business Ethics Sub-Committee of Head Office or its own plant and dotted reporting to the Ethics Counselor.



PROMOTING ETHICAL BEHAVIORS

The Company truly commits to conduct its business based on 5 Tata Values; "Integrity, Responsibility, Excellence, Pioneering and Unity" under Tata Code of Conduct (TCoC). The Company has contributed to the enforcement of various regulations and practices related to the ethical business conducts such as Anti-Bribery and Anti-Corruption Policy, Providing or Receiving Gift and Hospitality Policy, Whistle Blower Policy, Guidelines for reporting and considering of concurrent employment, Guidelines for reporting and considering of conflicts of interest, Ethics Consequence Management Framework for Employees. Since the past year 2018, the Company had determined the "Policy and Guidelines for Prevention of Sexual Harassment at Workplace" for the first time in the Company Group for all stakeholders regardless of gender to have the rights to be treated with respect and dignity for creating a good working environment.

For the TCoC booklet, which belongs to Tata Sons, it has been enforced in all companies under Tata Group around the world and has been translated into Thai language for the same. The TCoC booklets are handed to the Board of Directors, Management, and all employees of the Company to study and adhere stringently. Furthermore, the distribution of this document has also been extended to stakeholders, including partners, vendors, and service providers required to abide as part of the procurement contracts between each other.

ANTI-BRIBERY AND ANTI-CORRUPTION

The Company operates fairly and transparency by committing to the prevention, stopping, and investigating of fraud, corruption and bribes. In addition to this, the Company established a clear policy that discourages bribes and all forms of corruption. Furthermore, the Company also cooperates with both the public and private sectors to build standards on transparency business conducts.



In 2014, the Company signed the declaration of intent with Thai Private Sector Collective Action Against Corruption Council (CAC), and then in 2016 the CAC Committee

has approved the Company as “a certified member” that had been evaluated to have full procedures and clear standards for preventing corruption within the organization up to the level that is required by the CAC and has recertified for the 2nd time since 2019.

Moreover, the Company has also been a member of Partnership Against Corruption for Thailand (PACT) and signed a declaration to promote children’s rights and business principles with Thaipat Institute and UNICEF.

All Board members, senior management executives, and all employees shall comply with the above mentioned policy. The Company takes a zero-tolerance approach to corruption and does not, either directly or indirectly, through intermediaries or other third parties, solicit, receive, offer, promise or provide any financial or other advantage of material value or otherwise exercise improper influence with the intention of obtaining advantage in the conduct of its business.

Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)

CAC
Partners



Certificate of Membership

The CAC Council hereby certifies that

TATA Steel (Thailand) Public Company Limited

has met the commitments to the CAC declaration on anti-corruption by putting in place good business principles and control against bribery, is now a full member of the CAC

Bangkok, 18th October 2019


(Mr. Kulvech Janvatanaviti)
Councilor and Secretary


(Dr. Panas Simasathien)
Chairman

Supported by



HANDLING OF CONFLICT OF INTEREST

The Company adheres to the criteria and regulations of the Securities and Exchange Commission (SEC).

TRAINING AND DEVELOPMENT PROGRAMS ON GOOD CORPORATE GOVERNANCE AND PROMOTING ETHICAL BEHAVIORS

The Company has always recognized the importance of duties and responsibilities of the Board of Directors and executives by supporting the development programs related to Good Corporate Governance and Promoting Ethical Behaviors. The Company arranges an orientation program including the plant visit for all new directors and executives and provides them with the TCoC booklet and other related policies’ manuals. In addition, the Company has encouraged participation in training or seminars to enhance knowledge for work organized by reputed institutions constantly including the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and the Thai Institute of Directors (IOD).

All new employees will receive an orientation for training and handling TCoC booklet and Work Ethics Manual that includes details of policies, for example, Anti-Bribery and Anti-Corruption Policy, Providing or Receiving Gift and Hospitality Policy, Whistle Blower Policy, Policy and Guidelines for Prevention of Sexual Harassment at Workplace, Guideline for Reporting and Considering of Concurrent Employment, Guideline for Reporting and Considering of Conflicts of Interest with Company, Ethics Consequence Management Framework for Employees. All employees will be taking TCoC test and the score must be over 80 points. The correct answers will be explained and all employees shall sign the document to give pledge to strictly comply to the codes and other related policies on Ethical business conducts. In the past year, all new employees received training for the said topics and passed all the examination. In conclusion, all 1,101 employees (as of end of March 2021) or 100% have been trained and tested in all matters relating to Ethical business conducts.

Currently, the training of TCoC and other related policies have been extended to subcontractor's employees, partners, and customers of the Company. In the fiscal year 2020 - 2021, the Company arranged communication's sessions with customers, vendors and contractors in annual meetings for clarification the Tata Code of Conduct and related policies. The Company also continuously cooperated with Thai Private Sector Collective Action Against Corruption Council (CAC).



We highly appreciate your kind understanding and generosity. In order to commit to the good corporate governance and Tata Code of Conduct, we request your kind cooperation...

"Not to Extend Gifts in any Occasions"


to staffs and their families of Tata Steel (Thailand) Plc. Group






TCoC AWARENESS THROUGH COMMUNICATIONS AND ACTIVITIES

The Company communicates the topics related to TCoC to all employees via "TCoC Newsletter" by monthly and Ethics Pause during meetings, for example, monthly meeting of plants and other Divisions. "TCoC Months" is arranged for 3 months period from July - September every year to reinforce awareness of TCoC and related policies. In fiscal year 2020 - 2021, there was a campaign under the theme of "Responsible ME, Responsible WE." Moreover, the Company regularly informs the stakeholders on the change of the Ethics policies. At present, the Company has increased more communication channels for stakeholders to be informed about summary of complaints cases and investigations, including action taken against the accused in case of having any violated TCoC named "TCoC Actions Taken".




TCoC Newsletter

Freedom of association

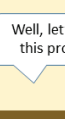
Issue 4/2020

1 I feel so bad with current situation in our society, I think I should do something.

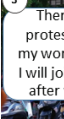


2 There's a bunch of protestors in various areas.

Well, let's join this protest

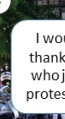


3 There's a protest near my workplace, I will join them after work.



4 I would like to thank everyone who joined this protest together.


Thank you for the interview



5 Here's the interview of a protestor from a private company

So satisfied! I'm on TV with the Company's uniform and logo, I must be famous!

This is against our TCoC principles



6 OUR EMPLOYEES – Freedom of association

12. We recognise that employees may be interested in joining associations or involving themselves in civic or public affairs in their personal capacities, provided such activities do not create an actual or potential conflict with the interests of our company. Our employees must notify and seek prior approval for any such activity as per the 'Conflicts of Interest' clause of this Code and in accordance with applicable company policies and law.

If you meet any actual or potential violation of TCoC, you can make disclosures by details as follow:

- Mr. Alan Kam (Chairman of Audit Committee) / E-mail: alank@libertasth.com
or Address: 90/40-41, Sathorn I hani Building 1, 15th Floor, North Sathorn Road, Silom, Bangkok, Bangkok 10500
- Mr. Sirorote Matemanosak (Ethics Counsellor) / I tel: 086-774-2333 E-mail: sirorotem@tatasteelthailand.com
or Address: 555 Rassa I over 2, 20th Floor, Phaholyothin Road, Chatuchak Sub-District, Chatuchak District, Bangkok 10900
- Ethics Coordinators in each area of your Companies
- Or I CoC Helpline I tel: 001800-441-0657 or www.speak-up.info/tstth Password: 82828

Remark: The disclosure made by the employee will be kept as strictly confidential.

Presented by Apex Business Ethics Committee Tata Steel (Thailand) Public Company Limited Group

WHISTLE BLOWER

The Company has developed a mechanism for the involvement of stakeholders in running business with ethics by setting the practices and channels for stakeholders to communicate or inform on unethical conducts, the process after receiving a complaint as well as measures to protect the complainant under "Whistle Blower Policy", which all stakeholders can offer suggestions or complaints of unethical actions to the Chairman of the Audit Committee or Ethics Counselor or TCoC Helpline operated by the third party in order to ensure that the complainant confidentiality is maintained. In fiscal year 2021, the Company received 6 complaint cases. All complaints were investigated by the Committee that does not have any related interests with the cases. The investigation results were reported to the Audit Committee and the Board of Directors on a quarterly basis.

WHISTLE BLOWER CHANNELS

CHAIRMAN OF THE AUDIT COMMITTEE

Mr. Alan Kam

90/40-41, Sathorn Thani Building 1, 15th Floor,
North Sathorn Road, Silom, Bangrak, Bangkok 10500
E-mail: alank@libertasth.com

ETHICS COUNSELOR

Mr. Sirorote Matemanosak

Tata Steel (Thailand) Public Company Limited
555 Rasa Tower 2, 20th Floor, Phaholyothin Road,
Chatuchak Sub-District, Chatuchak District, Bangkok 10900
Tel.: 66 (2) 937-1000 ext. 1810 Fax : 66 (2) 937-1224
E-mail: sirorotem@tatasteelthailand.com



TCoC HELPLINE

Since October 1, 2016, the Company started Ethics Helpline or TCoC Helpline, a new channel to connect employees, contractors and partners to the third party who is independent from Tata Steel (Thailand) Public Company Limited Group, is an expert in taking note of the code of conduct violation from employees or contractors. The service is totally confidential. The helpline numbers are 1-800-292-777 (Toll free) or 02-677-2800 available on Monday - Friday from 08:30 - 17:30 hours (Except public holidays) and via email address tell@thailand-ethicsline.com. Alternatively, the users can make a report via post P.O. Box 2712, Bangrak Post Office, Bangkok 10500. The disclosure made by the whistleblower will be kept strictly confidential. The whistleblower's identity will only record if request by themselves and will never disclose to the public.



From 1 May 2021 onwards, report can be made to KPMG, independent 3rd party in both Thai and English via 3 channels as follows:



Please call the **TCoC Helpline Services** at
1-800-292-777 (Toll Free) or 02-677-2800
Call times: **8:30 am - 5:30 pm**
Monday - Friday (Except public holidays)



Email: **tell@thailand-ethicsline.com**
Subject: **TCoC Helpline Services**



Post: **TCoC Helpline Services**
P.O. Box 2712, Bangrak Post Office,
Bangkok 10500

Your anonymity is our commitment





The growing intensity of volatility, uncertainty, complexity, and ambiguity (VUCA) in the business environment presents roadblocks to most companies' journey towards the objectives. Increasingly VUCA for the company can be seen in many forms significant fluctuation in price of raw materials, energy and volatility in steel prices, the COVID-19 pandemic, acts of terrorism, cyber security threats, and many more. To ensure business continuity, TSTH has implemented an Enterprise Risk Management (ERM) process to provide a holistic view of aggregated risk exposures as well as to facilitate more informed decision making. The Company follows a robust five steps Enterprise Risk Management process to address the risks associated with its business. The ERM process framework has evolved and is aligned with Tata Steel (TSL) Group which is based on international standards with inputs drawn from the best practices of leading companies across industries.

The Company confronts several risks in areas of commercial, operations, safety, human resources etc. Accordingly, a risk portfolio matrix has been developed consisting of all known business risks, followed up with a detailed analysis of business environment, market condition and risk mitigation plans with

process owners - "Bottom up risks". Also, the Senior Management deploys the top of the mind concerns to respective units to know the management's focus which is called "Top down risks". Both types of the risks are identified and classified into A, B & C category based on likelihood of its occurrence and its impact to the business. The Risk Register and Enterprise Risk Heat Map are regularly reviewed by senior executives of various functional units in order to avoid any undue deviations or adverse events by designing and implementing suitable mitigation plans proactively which ultimately create value for the business. At the Senior Management level, the Committee has been constituted to drive the ERM process at Company level. The Committee, chaired by the President and CEO reviews the implementation of mitigation plans every month.

The Audit and Risk Management Committee of the Board reviews the Enterprise Risk Management of the Company in its quarterly meetings. The committee takes note of corporate risks relating to operations, climate change risk, reputational risk, product stewardship as covered in the risk register, the risk mitigation plans and also provides recommendations for further improvement in the risk management process.

Information regarding the Company's key risks and their mitigation strategies are as follows:

MACROECONOMIC AND STEEL MARKET RISKS

Government reduces budget allocation for infrastructure projects in order to utilize budget for other welfare projects leading to lower demand of construction steel like Rebar and wire rod. Adverse impact on purchasing power and steel demand from economic slowdown resulting from COVID-19



MITIGATION STRATEGIES

The Company has increased reach and pocket share in retail market by adding new customers in the provinces that did not have any presence / low level of our products, aggressive approaches in particular segments of rebar like the non-MT rebar, Precast and Bar in coil (BIC) market and kept expanding in the GB rebar market, the ready-use product market like dowel, stirrup and Cut & Bend markets. All of these are high value added products and has recorded total sales growth when compared with previous year. The Company has also developed and expanded in the wire rods market by improving the quality of product, product customization to cater to the specific requirements of each customer. Besides, focused actions to create Tata Tiscon brand value through online social media, dealer partnership program and other marketing activities have helped to build relationship with the customers and end users.

The Company also intensified its efforts in the export markets to protect its market share, especially to the ASEAN countries as additional measure to mitigate the volatility in domestic steel demand. Although last year, the export market has been affected by the closure of many countries due to the COVID-19 outbreak, the company has still been able to increase exports sale volume in countries like Laos, Bangladesh and new markets in Taiwan and Vietnam.

RAW MATERIAL SUPPLY RISK

Lockdown measure taken by many countries, suspension of manufacturing activities, restrictive measures on ports to curb the spread of COVID-19 adversely impacting supply of raw materials, uncertainty and increased time in logistics & supply chain. Also rising demand from the construction sector in Thailand and increasing demand of steel in China bring about extremely competitive environment for sourcing raw material.



MITIGATION STRATEGIES

The Company is focusing on a risk management in various perspectives to enhance efficiency on strategic procurement and driven a sustainable procurement sourcing policy. Enhanced syndication with the in-house stakeholders through steering committees in sourcing alternative / substitute raw material to be a secure alternative source of supply. At the same time, coordination with various business partners and distribution of order portions to multiple sources mitigate the risk from supply shortage causing from manufacturing shutdown or logistic movement disruptions as a result from lockdowns to curb spreading of COVID-19. In raw material inventory management, the Company takes into account safety-stock level and adjusts the inventory level accordingly.

SAFETY, HEALTH AND ENVIRONMENT RISKS

Non-compliance/delay in implementation of the provisions of safety, health and environmental laws and regulations, which may lead to stoppage of operations, damage to assets and loss of reputation



MITIGATION STRATEGIES

At TSTH, Safety, Health and Environment (SHE) organization is defined by Apex Safety Council (ASC) with President and CEO as the Chairman, Chief Operating Officer and Vice Presidents as the members. Some of the key initiatives launched during the year such as Process Safety Management (PSM), safety audit by Job Cycle Check (JCC), strengthen Contractor Safety Management (CSM). The Company focused on tracking lead indicators such as Lost Time Injury Frequency (LTIF), Medical Treatment Case (MTC), First Aid Case (FAC) and Property Damage. The employees are motivated to report Near Misses, Safety Observation and Fatal Risk Control Program (FRCP). This highlights vulnerable areas and thereby helps to increase focus on the same.

In the area of health, organizational performance is measured by tracking Health Index. During this year, the Company had launched health campaign “We all can be better than before”, to motivate and award employees who improved their health index. The Company strictly implements COVID-19 prevention measures to minimize the risk of any infection amongst the employees and other stakeholders. The Company also provides good work environment and regularly monitors industrial hygiene such as dust, noise, chemical and heat. Also, provides physical health check for employees, follows up and supports necessary treatment in case any abnormal result related to work is found.

In the area of environment, The Company accords high priority to utilize resources effectively and efficiently with appropriate environmental management regulation to minimize adverse impact to the community. The main raw material used across all three locations is ferrous scrap and is fully recyclable. The Company also emphasizes on environment by monitoring the CO₂ emission to measure and control greenhouse gases, follow up the Environment Impact Assessment (EIA) by monitoring gases such as NO_x, SO_x, CO and dust in all plants by 100% compliance to the regulatory requirements. The Company also effectively utilizes water and applies Zero Discharge principle in water management. For waste management, the Company applies the 3R concept in order to maximize recycle waste by targeting 99% of waste back in process.

The Board of Directors has appointed the Corporate Social Responsibility and Sustainability Committee with an additional mandate to have an oversight on the performance of occupational safety, health and working environment.

INFORMATION SECURITY RISK

TSTH introduces more interactions through digital platforms with customers, suppliers and other stakeholders of the Company, and need to secure the IT systems and infrastructure vulnerable to cyber-attacks. Breach of information security due to cyber-attacks, Non-compliance to IT legislations and regulations may lead to business disruption and imposition of penalties.



MITIGATION STRATEGIES

The Company is aware of the risks and take seriously prevention in its IT network. Mechanisms are in place to capture alerts and triggers from external sources and any information security related incidents. In the dynamic cyber security environment, the security paradigm shift from protection of our boundary at data center and corporate network to protect the vanishing boundary from Bring-Your-Own-Device (BYOD), cloud-based applications and Internet of Things (IoT).

The Company is moving to resilience through zero trust platform/network. Significant efforts have been made to increase awareness in addition to investments in well-known cloud-based solutions such as GEP Smart Procurement (E-RFX Project), People Strong System (HR Easy Project). The Company has enacted various policies and procedures to ensure proactive workforce awareness in cyber security, information security, data privacy and comply with PDPA.

HUMAN RESOURCE RISKS

Dramatic changes caused by COVID-19 pandemic have unprecedented implications on companies around the world and influenced Human Resources Management profoundly. Employees at all levels continue to be worried about their own health and the health of the Company. Prolonged COVID-19 pandemic may impact to employees' morale loss due to work disruption which may lead to the reduction in workforce productivity.



MITIGATION STRATEGIES

HR plays a vital role on rapid response to COVID-19, in keeping the workforce engaged, productive and resilient. Proactive labour relations and communication both 2 ways and 1 way to employees and contractors are in place. Employees are notified on the business situation, organizational changes, direction and any related policy to regain morale and confidence. The Company constantly takes inputs from the employees and provides frequent 2-way communication through activities such as Employee Dialogue, Vice President meets employees, etc.

In addition, to ensure business can sustain and prevent job losses, HR and senior leadership has considered reconfiguring workflows, processes, together with upskilling of employees to be multi-skilled, agile, including IT skills capability to serve more in the virtual work arrangements in the future. Various functional focus trainings are provided, ideas on process improvements are gathered, and there is an establishment of Virtual Office Policy which derived from the working group employee's viewpoints to serve future ways of new normal working.

FINANCIAL RISKS

Contraction in global and domestic liquidity adversely affecting availability and cost of capital



MITIGATION STRATEGIES

Broadly, the working capital management is integrated with business plan together with cash flow projection. Daily cash and rolling cash forecast has been focused and syndicated between Finance, Marketing and Sales and Procurement to help in maintaining adequate cash flow and keeping the finance cost under control. Focus on working capital management is maintained in various meetings and action plans. The Company also has regional treasury committee who monitors and ensures all the group finance policies, with a formal reporting mechanism to the Board.

RISKS ASSOCIATED WITH NATURAL CALAMITY

Disruption of production and supply due to natural calamities like flood and draught



MITIGATION STRATEGIES

The Company's inherent risk to natural calamity is relatively moderate due to its operations spread in four different locations. However, the Company is aware of the risks associated with operating in industrial areas and has emergency handling procedures at all its facilities. Structured periodical mock drills are done to ensure effectiveness of such procedures. Disruption to business operation is effectively addressed by flexible supply chain management and switching operation amongst the three production units. Besides, the Company has taken extensive insurance coverage related to natural calamity and all industrial risks.

EMERGING RISK

Sudden correction in the current price levels especially when most economies are struggling from COVID-19



MITIGATION STRATEGIES

The Company avoids speculation and inventory build-up by regularly buying and selling and considering the appropriate finished steel orders in hand based on Company's steel inventory bracket.



CUSTOMER SATISFACTION

LISTENING TO CURRENT CUSTOMERS

The Company's customers are divided by product, industry, type of customer and location enabling to set guideline for listening and responding to various and different needs of customers in each group. There are many activities conducted to listen to the voice of customers such as customer visit by sales representatives and management, plant visit, cross functional team to visit customer, market development team to visit influencers, including the use of various marketing activities and marketing communication tools.

In addition, social network and website are essential tools to listen to customers. Sales Representatives mostly use Line Application and e-mail to contact, listen to customer feedback and solve their issues promptly. Customer Visit Report is also important tool to capture main information from customer visit by Sales Representatives in order to improve and develop the system to meet the needs of customers immediately.



LISTENING TO POTENTIAL CUSTOMERS

Apart from listening to current customers, the Company has extended to listen to potential customers by dividing and prioritizing to each customer group in order to analyze related issues and broaden response to customer needs. The Company communicates with potential customers by using 2-way communication platform; customer visit and calling, site visit, plant visit, customer satisfaction survey and marketing activity, etc.

The Company has also used online channels which are Line official and Facebook to contact and facilitate customer who are interested in the Company's products as well.

Customer Type	Characteristic of Customer	Topic	Listening Method
Former Customer	Used to be customer or no transaction in the last 6 months	Dissatisfaction issue	1. Customer visit by sales representatives and calling or online channels 2. Customer Satisfaction Survey
Competitor's Customer	Customer of our competitors	Matching requirement with condition of the Company	1. Customer visit by sales representatives and calling or online channels 2. Market Research 3. Customer Satisfaction Survey
Potential Customer	New Entry to market or current customer who need to expand market	Feasibility assessment to increase sales volume	1. Customer visit 2. Site visit 3. Plant visit 4. Marketing activity

CUSTOMER SATISFACTION AND ENGAGEMENT

SURVEY SATISFACTION AND ENGAGEMENT

The Company conducts customer satisfaction survey twice a year in all product categories, both in Bangkok, upcountry and abroad in order to obtain information that will lead to improvement, development and responding to customer's needs in concrete form. The main objective of survey is to increase customer loyalty and engagement and gain greater market share to the Company. The interviewees are current customers both of domestic and export, former customers, end users, contactors, some branches of modern trade and competitor's customer. The mentioned survey is conducted by specialist third party to obtain accurate information in accordance with academic principles that allow interviewee to express their opinions and problems to the Company without any concern of information and source of data disclosure. It will not be disclosed unless interviewee gives the consent. The survey processes comprise of questionnaire design, survey process, objectives setting, quality control planning, data collection, data exchange and

data analysis. The survey result is displayed in strategic view in the matrix table which reflected by level of impact score and level of performance and to be in line with short term and long term planning.

Customer satisfaction survey in fiscal year 2018 is the latest survey which the level increased to 84% from 81% in fiscal year 2017 by the product quality received highest satisfaction score when compared to other competitors. Even in fiscal year 2021, the Company did not do the customer survey due to the COVID-19 outbreak situation, the Company still focused on improving the product quality continuously. Thus, product claim issue reduced continually, which in FY 2021 the number of claim issues are 35 cases, in tandem with developing new products. For service, sales team was enhancement their capability from training of Company's product knowledge, inside market situation and good service mind in order to be able to answer questions and

provide suggestion to customer quickly. The Company brings IT technology to enhance service speed like Tag QR code, Certificate Online system, Cut and Bend web ordering, Auto truck canvas, Digital Truck Queue System at plant, etc. In addition, management team, sales team and technical team had visited customers of each product as per plan and were monitored the progress by President and CEO regularly.



CUSTOMER ENGAGEMENT

The Company focuses on the change of market situation and therefore uses the principle of products and services differentiate, including customer support through 3D model; Develop, Deliver and Delight. Develop is to understand specific requirements of customer through various listening mechanisms and information analysis by customer group. Deliver is to deliver new products and services to customers through the new product development team, market development team and sales team. Delight is to create happiness and appreciation for customers with the overall experience across all units of the Company. The Company has established Customer Service Team which consists of all departments in the Company to attend the meetings with customers, do improvement plan in responding to the needs of customers, offer new products and services. In addition, the Company drives Customer Centricity Culture to employees and delighting customers through innovative best in class products and services as per company group Vision, appointed 'Apex Customer Centricity Committee' and 'Customer Centricity Working Group' to motivate involvement of employees in all level thru many activities such as Customer pause before each meeting, Sharing experience of customer to Company's employees thru "Share from Your Chairs" activity, etc. to increase customer satisfaction and engagement and new customer experiences that go beyond.

SURVEY RESULT MANAGEMENT

Results and data from customer satisfaction survey and customer visit report will be classified and prioritized for management, considering on elements of factors that influence customer satisfaction together with the performance of the Company. As a result, operating guideline for each group of customers can be defined such as priority of related factors that highly impact to customer's satisfaction but the Company has less responding level in those factors or the determination of process to retain core competencies of Company and the Company can manage those factors efficiently, etc.

SATISFACTION COMPARED TO COMPETITORS

During the process of survey, the Company inquires about customer satisfaction with the Company including brand awareness, brand loyalty and share of wallet, compared to competitors for comparative information. This reflects to the real Company performance in responding to obvious customer satisfaction. The results of satisfaction survey will be taken into analysis to find out the correlation with activities that the Company dedicated resources to manage in order to obtain maximum customers' satisfaction.



COMPLAINTS MANAGEMENT

Customer complaints are managed in compliance with regulations and procedures as follows:

1. **Process of receiving complaint:** terms and conditions.
2. **Complaint management:** process of consideration and deadline to inform the results.
3. **Complaint monitoring:** communication with concerned parties.
4. **Preventive action:** in depth analysis and building customers' confidence.

The Company has developed the complaint management process by using IT system to help in following up complaint in various steps and these steps are controlled by KPIs e.g. overdue date, investigation time, and number of complaints. The customers can ensure that claim and complaint process will be resolved promptly and effectively and the Company also set up lead time to response in each case.

Customer Type	Maximum Days to Respond Before Improvement		After Improvement	
	Urgent Case	Regular Case	Urgent Case	Regular Case
Key Customer	Within 15 days	Within 30 days	Within 9 days	Within 9 days
Regular Customer	Within 15 days	Within 30 days	Within 15 days	Within 18 days





QUALITY OF PRODUCT

Quality of Product is the most important to the Company. To ensure product standards are consistency, the Company establishes Technology Group Division headed by Chief Operating Officer, be responsible for the new product development and technology search required for producing new products. Quality management of 3 plants is responsible by Quality Assurance Department of each plant. Accordingly, new product development, technology search and quality management system are monitored on a monthly basis by the President and CEO.



The Company devotes extensive efforts to satisfy the customers in all aspects. It strives to provide products and services to meet the needs of customers as well as the development of products' quality comply with international standard, excellent services and fair price for their satisfaction. Moreover, the Company also has the system to manage the complaints on products and services, customer visit report and maintain client confidentiality. The Company strives to operate with integrity and comply with the rules of fair competition, honestly through the source of legitimacy only. The Company will not pose unfair or distortion of information on the products or services to destroy competitors.

RESPONSIBILITY TO CUSTOMER

The Company is responsible for steel products and services that delivered to customers through fair marketing. This includes education provided to customers to use product which has maximum safety and pass the standard of Thai Industrial Standards Institute (TISI), Ministry of Industry. This includes standards of other countries that the Company exports its products too.

The Company discloses the detailed information of products according to the regulation of product labeling requirement comply by laws, standards and recommendation of marketing communication, including fair advertisement and marketing promotion and not advertise products that are banned or has precarious issue in society. The Company opens for the interested people to visit production process and continues to improve the quality of products. In each delivery, the Company provides its quality assurance certificate. Moreover, The Company has strongly cooperated with government in educating customers on new standard including new innovation of products. Communication includes seminar arrangement for designer, contractor and end user, brochure and online social network like Facebook, Line. Products information has shown on product catalog and website with details by categories and types of standard certification. Advertisements are also booth display in modern trade and exhibitions, set up business partnership program with retail dealer based on the reach and potential in the area to increase retail base and reach more customer, as well as the implementation of barcode and QR code system for accuracy of products specification identification.



The Company produces goods and provides services to ensure maximum customer satisfaction, especially safety or risk prevention derived from the use of products. This can create trust and increase sales volume both in compliance with standard and above standard. Moreover, the Company received “ISO 9001:2015 Certificate for Marketing and Sales Management System” which is the first Company in Thailand certified from MASCI.



The Company has regularly studied, evaluated and improved the impact of products and services that may significantly affect customers. The results from the study will be used for further development of products and services. The Company do marketing communication and advertisement by providing the fact and adequate information for decision making and has measurement that will not take any action that causes ambiguity or distort information about products and services; not make overstatement or misinform that can cause misunderstanding, not provide deceptive, false or omitting information or intentionally mislead customers, not using too small printed in product tag or advertisement, and provide document that shown the value of product. The Company respects customer's privacy and are committed to protect personal information of customers i.e. will not inquire or collect customer information without prior consent, inform the purpose before information collecting and usage, maintain information security and privacy and not share to other parties without customers' permission. Customers have legal rights to verify the validity and usage of information, in case finding any irregularity in data collection and usage, correction can be carried out. Disclosure of information can only be done as prior inform to customers and have protection by law.



The contract between the Company and Customers are clearly written and easy to understand. Customers have opportunity to study and inquire relevant details of contract at the point of sales until it is mutual agreed by both parties. The Company does not take any advantages by using unfair terms and conditions; providing clear and adequate information on prices, specification, terms and conditions, expenses, period and termination date of contract, by having quality of products as per the standard with reasonable price and label of products comply by law.



INNOVATION OF PRODUCTS AND SERVICES

BUSINESS AND SOCIAL INNOVATION

Tata Steel (Thailand) Public Company Limited has brought knowledge and experiences in social responsibility to explore business innovation that create benefits for energy saving, competitive advantage and value creation both in business and society. Outstanding innovative products and services of the Company are as follows:

1. SEISMIC REBAR:

TATA TISCON S SUPER DUCTILE

As the first pioneer in Thailand, the Company develops Seismic Rebar product under the name of TATA TISCON S Super Ductile, available for SD40 and SD50 grade that conformed to the Thai Industrial Standard (TIS) of TIS 24-2016. Without changing the structural design from TIS standard for strength of materials, this product has Ultimate Tensile Strength (UTS) and elongation higher than specification of SD40 and SD50 determined in TIS. It is therefore can be used to enhance safety during earthquake due to higher ductility and bending ability. More convenient of usage at construction site, at the same time bent portion retains higher residual ductility.

KEY BENEFITS:

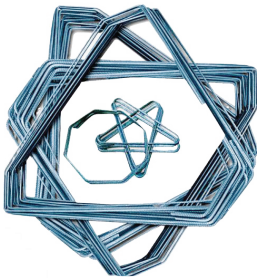
High elongation, technology and control process of rebar manufacturing of Tata Steel has developed higher ductility and maintain quality of SD40 and SD50 strength. Its capacity can be absorbed large amounts of energy released during earthquakes compared to other grade of rebar.



BENEFITS FOR CONSUMER, PUBLIC AND SOCIETY

Enhance more safety of building when using Tata TISCON S Super Ductile in the construction structure.

2. CUT AND BEND



Traditional construction process may create the waste of rebar because of overestimated ordering than actual use. The workers at construction site will cut and bend the rebar to desired shape and form while leaving some unwanted length.

Cut and Bend services is one of the comprehensive solutions aimed at helping customers raise productivity standards in construction by working closely with customers to deliver customized solutions of each project.

KEY BENEFITS:

NO WASTAGES

Since cut and bend process will be done at the company, the wastages at the site becomes zero.

LESS DIFFICULTIES FROM LABORS

The labors at construction site essentially perform 2 functions involving rebar; cutting and bending and tying. Cut and Bend Services will significantly reduce the dependence on labor for cut and bend activities.

BETTER TIME MANAGEMENT

Cut and Bend service is ready for delivery within 3-5 days after finalization of design, thereby significantly reduce pressure of project manager to meet the deadlines.

HIGH QUALITY STANDARD

The Company provides Cut and Bend services from high quality standard of Tata TISCON rebar that delivers superior ductility than other unknown rebar in the market. It can reduce any accidents occurred from cutting and bending by themselves at a construction site, save cost of transportation (none of rebar overestimating volume) and reduce the environmental problems nearby community.



3. DEFORMED BAR: GRADE SD50

Tata TISCON Deformed Bar SD50 is produced through Tempcore process, increasing tensile strength to rebar by using the technique of Thermo-Mechanical Treatment system (TMT). The microstructure of rebar consists of a combination of a strong outer layer of tempered martensite and a ductile core of Ferrite-Pearlite, giving Tata TISCON SD50 rebar an excellent combination of strength and ductility.

KEY BENEFITS TO STAKEHOLDERS:

PROJECT OWNER

Directly gains benefits from using Tata TISCON SD50; cost saving up to 15-20% because of using less rebar for construction when compared to SD40.

DESIGNER

Enhance creativity to design their project and reduce load of structural work.

STRUCTURAL ENGINEER/CONTRACTOR

Enhance more efficient at work that in some processes, the SD40 rebar cannot provide tensile strength equally to Tata TISCON SD50. It can be used for high tensile strength application likes dams, bridges, highrises building or other critical structure without any impact on elongation.

CONSUMER, PUBLIC AND SOCIETY

Enhance more safety when buildings or infrastructures use construction material that conformed to standard and have higher tensile strength.

4. DOWEL BARS

Dowel bars are cut into short round bar that used to transverse joints of concrete pavement. The qualification of product is to provide a mechanical connection between slabs and creates some purpose in construction such as contraction joint, expansion joint and construction joint, etc. Dowel bars mostly used in road construction especially Department of Highways project that requires the usage of high strength dowel bar equivalent to ASTM standard grade 60 for Motorway project.

KEY BENEFITS:

They produce from standard compliance rebar, have high strength and load absorption. They are cut into piece of equal size, tied in a set which are easy for transportation and usage. The Company also produces special grade dowel bars for domestic usage, consequently, they can reduce the import of steel product, reduce construction cost and shorten the construction lead time.





5. STIRRUP

Stirrup is cut and bend deformed bar that used for the reinforcement of concrete structures such as columns or beams. Stirrup helps resistant concrete from cracking and decelerates breaking when absorb more pressure, but gradually deflection before failure of the structure.

KEY BENEFITS:

It produces from 6 mm. deformed bar grade SD30 of TIS 24-2016, then cut and bend to be standard stirrup for small-medium sized construction such as single detached house, town house, 3-storey building, etc. Deformed bar stirrup has higher strength than round bar stirrup. Its lugs and ribs of deformed bar stirrup helps bonding reinforcement in concrete structures, therefore the structure is more strength, can absorb more pressure and delay structural failure.



7. READY TO USE FOOTING

Foundation work is the underground structures that carry the weight from the column and transfer it into the ground. It is an important part of construction work because it is the base of the various buildings. At present, "Ready to use Footing" produced to allows the foundation work to be easy, convenient, quick and durable. "Ready to use Footing" are currently available in standard sizes or can be made to order.

KEY BENEFITS:

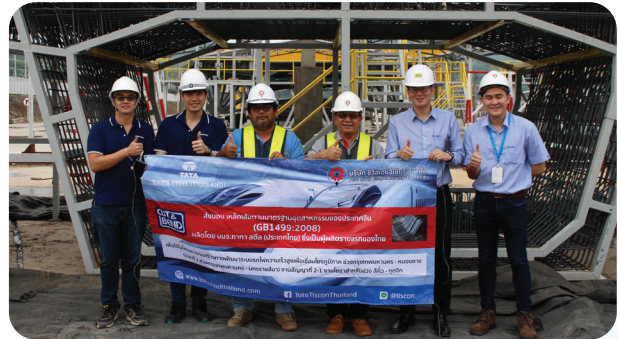
"Ready to use Footing" helps complete the construction work early, shorten the working time, and save labor costs, thus the construction cost can be fully controlled. This product can also reduce wastes and errors from cutting and bending rebar in the construction site resulting in a clean worksite. An efficient quality control produced by automatic machines in the factory. Ready to use Footing are available at most construction stores or can be made to order.

6. GB REBAR FOR THAI-CHINESE HIGH SPEED RAIL PROJECT

Thai-Chinese high speed rail project designed by China and uses Chinese standard that is different from Thai standard. So Thai contractors are difficult to source and procure construction material for this project since GE Rebar using in this project has to strictly control certain properties like carbon equivalent, fatigue test, etc.

KEY BENEFITS:

This rebar produces from TIS standard rebar that conform to rebar standard for Thai-Chinese high speed rail project. This product is suitable for using in the project that can reduce the import of steel product, reduce construction cost and shorten the construction lead time.



8. HIGH CARBON STEEL WIRE ROD FOR TIRE CORD

Tire is one of important equipment in automotive that makes drivers feel safety when driving. Tire Cord is fiber that used as reinforce materials in tire manufacturing. Tire Cord has significant impact on tire performance. Normally, the materials used in producing tire cord are high carbon wire rods imported from abroad.

KEY BENEFITS:

The Company has developed the quality of high carbon wire rods that can be used as reinforce materials in tire manufacturing. Therefore tire manufacturer in Thailand can reduce the import of materials and enhance more competitiveness in global markets.

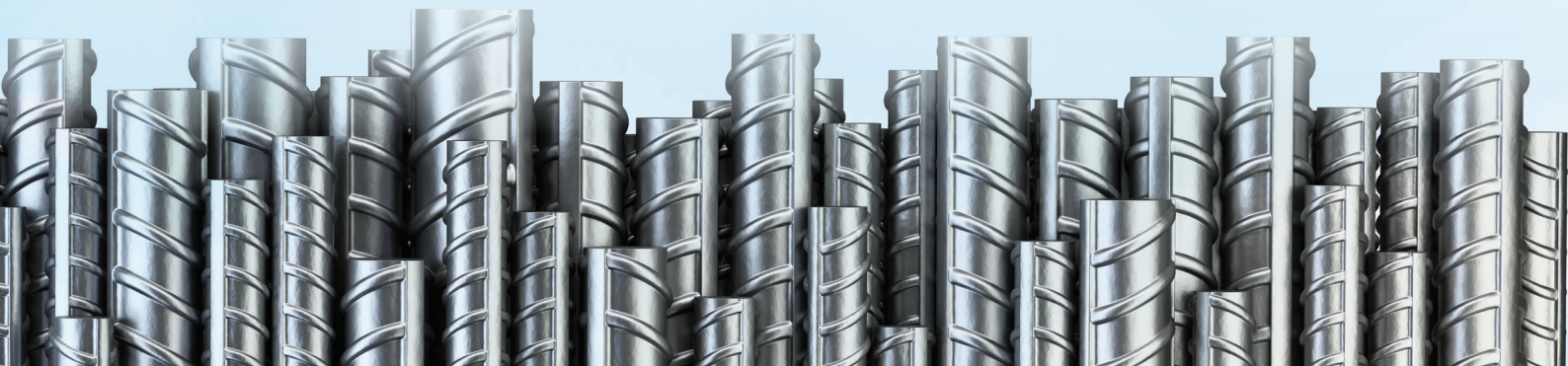


9. TATA INNOVISTA

The Company has focused on customers and continuous improvement of services to meet the needs of customers. Every Department that related to customers are encouraged to do research and development on customer services under the name of Sustainable Marketing and Sales (SMS) Project. During the year, the Company had done an important project as follow:

RETAIL PARTNERSHIP PROGRAM

The Company realized the important of dealers who have high potential and good loyalty by supporting and strengthening them to grow together with the Company. Marketing supports are provided to them such as training arrangement for their sales representatives to have more product knowledge and sales skills and also improvement of dealers' shop to be more interesting and attractive.





SUSTAINABLE SUPPLY CHAIN

POLICIES ON PROCUREMENT AND SUSTAINABLE SUPPLY CHAIN

Tata Steel (Thailand) Public Company Limited has a clear policy under the framework of the Tata Code of Conduct (TCoC) in treating suppliers with transparency, accountability and fairness which considered as the same unity practices for Tata Steel Group including paying attention to the collaboration between the Company and Suppliers.

ANALYSIS AND SELECTION OF BUSINESS PARTNER

The Company has created suppliers' database by checking the qualifications of those who will be registered as the Company's suppliers which shall pass all 5 aspects criteria including the technical performance, quality control and assurance, safety, health and environment, finance, ethics, and labour law. Last year, there were 132 new business partners that are qualified for registration of the Company's suppliers and at the end of the fiscal year there were 2,096 registered suppliers in total.

SUPPLIER RISK ASSESSMENT

The Company has conducted the supplier risk assessment to support the Company's operation continuously in the long run by assessing the risk of the major group suppliers in 2 dimensions as follows;

1. The suppliers who are at risk of running the Company's business considered from specified criteria such as the spend base per annum more than 10 million Baht or irreplaceable supplier/manufacturer/service, etc.
2. The suppliers with the risk of environment, society and corporate governance. In addition to the suppliers' registration assessment according to the above criteria, the Company has also considered using various strategies to reduce risk of main raw materials shortage for the production. The Company, therefore, exchanges supplier information within the Tata Steel Group in order to access reliable sources and also increase the bargaining power. Moreover, the Company works closely with suppliers and users to find alternative sources of raw materials in order to reduce the risk of raw material shortage as well as the cost of production. To manage suppliers related to service and transportation, the Company gives an important to the management of safety, health, environment and society.

EVALUATING, TRACKING AND AUDITING SUPPLIER PERFORMANCE

The Company evaluates the annual performance of suppliers in 4 aspects which are quality of goods and services, on time delivery, safety, health and environment, and law and ethics compliance to ensure that the suppliers have the potential in performing and running the business on the same basis with the Company. Goods and services delivered to the Company are of quality in accordance with the requirement, policy, performance standard, and mission of the Company. During the year, users can claim and report problems from usage. The Company will investigate the facts, solve problems and create the supplier development plans with all concerned units and the suppliers. If the supplier does not perform as required standard, they may be temporarily suspended from the Company procurement, or has been withdrawn from the Companies' vendor list, or be punished on case-by-case. In tracking and evaluating the annual performance of suppliers, it was found that 146 suppliers were eligible for the Company annual evaluation considered from the frequency and spend volume. Last year, there was no supplier that the Company has to report to improve the quality of goods and services. Moreover, to have suppliers understanding the Company's requirement and increase supplier's potential to be able to perform business with the Company in the future, the Company plans to develop supplier's potential by providing advice and supports.

SUPPLIER DEVELOPMENT

The Company has the policy to develop suppliers according to the Supplier Relationship Management and aims that every supplier shall pass an annual evaluation on the environment, society, and governance topics. In the past, the Company had regularly arranged training and meetings to develop suppliers as needed and deem appropriate for example, training for contractor's employees who operate in the plant area on working safety to reduce injury rate or accident from work, training for contractor and transporter who receive our products at plant and etc. The Company also arranged the annual contractor safety meeting with suppliers to communicate the business direction, safety performance, sustainable procurement and development, working rules and regulations i.e. Tata Code of Conduct (TCoC), anti-corruption policy, no gift policy and etc.

RAW MATERIAL PROCUREMENT AND OTHER SERVICE PROCUREMENT

To enhance the procurement effectiveness, the Company has cooperated with users to try alternative raw materials that are low cost, increase channels in having raw materials from many sources, reduce the risk of raw materials shortage or few suppliers as well as control the cost of products and increase competitiveness. The Company also takes into account the procurement of goods and services with local suppliers continuously to expand revenue to local tangibly which stimulating the overall economy.

POLICY AND PRINCIPLE OF PROCUREMENT



HEALTH AND SAFETY

We expect our suppliers to adopt management practices of **health and safety** which provide a high level of safeguarding for their workers.



FAIR BUSINESS PRACTICE

TSTH Responsible Procurement Policy outlines the **fair business practices** by which TSTH conducts business and we expect our suppliers to adopt similar principles.



ENVIRONMENT CONSERVATION

We require suppliers to maintain effective policies, processes and procedures to manage their **environmental impact**.



HUMAN RIGHTS

We expect our suppliers to develop procedures to ensure all **human rights** in their business and to encourage their suppliers to do likewise.



LOCAL COMMUNITY DEVELOPMENT

We expect our suppliers to contribute to the **social and economic development of the communities** in which they operate.

PRINCIPLE 1: HEALTH AND SAFETY

"The Company is committed to ensuring that employees of the Company, contractors, and communities in which the Company is operating shall not be harmed. The Company does not allow any action that shall cause harm to those in the Companies' supply chain."

The Company expects that its suppliers shall operate the business in the highest level of health and safety management to protect their employee's health and safety.

Code of conduct: Provide training and knowledge concerned with safety rules for suppliers and contractors. Also, specify standard procedures and safety rules to concerned parties for acknowledging before entering any operation in the Company.

PRINCIPLE 2: FAIRNESS BUSINESS OPERATION

"TCoC has specified the ethics requirement for all employees of the Tata group to adhere to and aims that everyone in the Company's supply chain shall acknowledge all concerned requirements. To demonstrate compliance with this requirement, suppliers shall present the evidence showing that these requirements are already included in the policy and/or their operations."

Tata Code of Conduct has identified the fairness of business operation and the Company expects that its suppliers shall apply this principle as well.

Code of conduct: TCoC shall be attached to every contract made with suppliers. In addition, the Company sends a letter signed by the President and CEO together with the Tata Code of Conduct handbook to suppliers and contractors to be a channel for reporting to the Company as soon as there is a violation of the Tata Code of Conduct. The Company shall maintain payment conditions for suppliers and concerned parties who comply with agreements, rules, and laws only.



PRINCIPLE 3: ENVIRONMENT CONSERVATION

"The Company is committed to complying with the relevant laws in both the country and the region in which the Company operates to ensure the efficient use of natural resources and energy including reducing environmental impact from the Company's production through continuous sustainable practices. This commitment is a part of the Company's operation and the Company expects that suppliers shall follow this commitment as well."

The Company needs to have suppliers that maintain the policies, processes, and procedures for effective environmental impact management.

Code of conduct: Meet suppliers to share experiences and best practices for environmental conservation.

PRINCIPLE 4: HUMAN RIGHTS

"The Company respects the human rights of employees and the communities in which the Company operates and the Company is committed to promoting these principles with its suppliers."

The Company expects that its suppliers shall develop and implement policies and procedures to ensure that human rights are maintained in their business operations and to encourage their suppliers to perform the same.

Code of conduct: Group accident insurance must be provided for the contractor's employees. The Company has the policy to inspect all operations of contractors and suppliers to ensure that their employees comply with relevant laws and regulations. Besides, the Company has followed work procedures and criteria for supplier selection and evaluation to ensure that the suppliers are qualified and also provided cooperation to develop suppliers such as work-shops and special projects.

PRINCIPLE 5: LOCAL COMMUNITY DEVELOPMENT

"The Company business operation philosophy is; the community is not just another stakeholder in business but is in fact, the every purposes of its existence."

The Company expects that its suppliers shall devote themselves to society, economy, and community development in the area in which the Company operates.

Code of conduct: The procurement team attends workshops and social responsibility activities. The team also provides supports to the Company's suppliers to attend the Companies' social responsibility activities for community development and fair business operations.

ENVIRONMENTAL DIMENSION





ENVIRONMENT AND SUSTAINABLE RESOURCES MANAGEMENT

ENVIRONMENT AND SUSTAINABLE POLICY

With the vision of the Company focusing on the operational excellence with highest standards of good corporate citizenship, the Company has therefore set out the Sustainability Policy, Climate Change Policy and Environmental Policy.

The Strategy, management guideline, operational guideline and implementation plan towards conducting the environmental friendly business are focusing on Green Process, such as resources management, water management, climate change control of carbon dioxide emission, etc.

The Company is well aware of the impact resulted from the Company's decision and its operation on resources consumption (such as the use of electric power, natural gas, scrap and water), plant location, pollution and waste, including an effect to the natural habitat of plants and creatures. Moreover, the Company has managed wastewater treatment and recycling of water to use in operation process and for other usage.

AIR POLLUTION MANAGEMENT

The Company has analyzed the factors causing pollutants resulted from production process and other supporting activities to find the root causes and minimize the pollutants. Then the air pollution treatment will be urgently processed before releasing clean air to the atmosphere. At the same time new researches and technology have been studied and implemented in order to manage air pollution such as NO_x , SO_x , CO , etc.



The Company encourages all employees to recognize the importance of energy saving by emphasizing on their participation, in line with their functions, for instance, saving electricity in office building. Knowledge is given and PR media is communicated regularly to raise awareness and conscience on the subject.

DUST MANAGEMENT

Activities that cause dust in the manufacturing process starting from raw materials handling, transportation, combustion and storage. The Company applies various technologies for treatment depending on type of dust and its properties in relation to particular activities as follows:

- **Dust from combustion in the production process:** High temperature and low humidity dust from furnace in production process will be sent to Fume Plant to start the filtration process. The dust will be captured by a Cyclone device to reduce its temperature and filter the large dust. The micro dust will be passed through Filter Bag. Dust diffusion in term of Total Suspended Particulate (TSP) can be reduced to be below regulatory standard and it will also be reused as raw materials.

In FY2020-2021, the Company has invested in cooler duct development to increase the efficiency of Fume Plant in dedusting. The Company also improved Steel Plant's roof to eliminate leakage and reduce emissions at NTS Plant.

- **Dust from storage:** the Company sets high priority to prevent impacts to surrounding communities and implements various measures such as regularly watering at materials piling areas, arranging canvas covered thoroughly and making net wind installed in appropriate direction. The study has been conducted on wind directions, speed and setting of surrounding communities. Trees have been planted as buffer zone around plant areas to capture dust and to create pleasurable landscape.

CLIMATE CHANGE MITIGATION AND GREENHOUSE GAS (GHG) REDUCTION

The Company alleviates the impacts of climate change related to its operations, products and services in order to reduce Greenhouse Gas emission within controllable boundary of the Company such as using technology creating low pollution, using renewable energy for Greenhouse Gas reduction and providing opportunity for communities to suggest their ideas on Greenhouse Gas reduction. The Company also arranged the activities for planting trees around the plants and communities areas including planting garden trees inside the plants for beautiful surroundings, increasing green areas and reducing the global warming. The Company has defined the use of energy and resources causing CO₂ emission in every form and regularly prepared the action plan for improving production processes to reduce the use of energy and resources.

The Company controls the Greenhouse Gas emission by setting the target of CO₂ emission of the group. In Fiscal Year 2021, Tata Steel (Thailand) Group can successfully control CO₂ emission at the rate of 0.624 Ton/Ton of crude steel compared with last year 0.667 Ton/Ton of crude steel..

Remark: Data was adjusted based on World Steel Association (WSA) Methodology changed to version 24 in the year 2020.



Furthermore, the Company also aims to increase green areas in the plant to reduce greenhouse gas emissions. In FY2021, the Company planted totaling 1,055 trees in all 3 steel plants.

POLLUTION PREVENTION

The Company managed its production by having related environmental risk management, prevention of pollution and waste management comprehensively. This includes handling the environmental complaints, prevention of pollution and waste from the original sources throughout the product life cycle, the permission to take the sewage out of the plant, having an automation system to measure the combustion efficiency continuously, educate and create awareness on the environment and environmental contingency plans in case of unexpected incident happens to the environment to minimize losses which may escalate in the future. There are emergency plan drills, an emergency response, training programs on environment for employees and set the environmental action plan. The related documents are sent to government agencies and the communication of policies also circulated to all relevant groups.

SOLID WASTE POLLUTION MANAGEMENT

The Company manages the unused materials according to Environmental Policy of the Company and in compliance with related environmental laws. All industrial waste must pass the permission from Department of Industrial Works for bringing out the sewage and unused material outside the plants including receiving the license to eliminate the waste as per specified material types and disposal methods. Moreover, the Company arranged training sessions for employees on knowledge related to pollution, waste and right disposal methods. The Company sets target on waste management for recovery at 99% approximately.



WATER MANAGEMENT

The Company uses water efficiently and has proper treatment by using the Zero discharge principle in the production process. Wastewater will be treated and reused so that the business are truly conducted under the clean manufacturing.

RADIOACTIVE MATERIAL MANAGEMENT

The Company provides radioactive detector for any contaminated scraps for using in the production that maybe harmful to consumers. The detection starts from the process of raw materials handling by the truck when entering to the plant and before material receiving.

SUSTAINABLE RESOURCES CONSUMPTION

The Company sets a plan to use the resources efficiently to reduce water and energy consumption and encourage employees to suggest ideas and share knowledge on sustainable resources consumption. There are measurement, records and reports of resources consumption for more efficient use, including use of recycled resources. Local equipment, energy, water, electricity will be used for maximum benefits. This results in cost saving since the Company does not have to procure overseas resources. Additionally, the Company also purchases the fabric product made by the local communities.

ENERGY USAGE

The Company has conducted Total Productive Maintenance project to continuously improve, develop and increase more efficiency of energy usage and invested on projects to use high efficiency energy or more environmental friendly such as replacing fuel oil usage with natural gas, production process improvement both at Steel Plant and Rolling Mill Departments, searching for renewable or alternative energy sources by installing Solar Roof 1.4 MW to replace electric energy from fossil at SCSC Plant which has received a good result. The Company has planned to further implement Solar Roof technology at SISCO Plant and NTS plant in the future.

NATURAL ENVIRONMENT RESTORATION

The Company has measures to restore natural resources, including improving utilization and value of ecological system related to plants, animals, soil and water. Following up and evaluation of restoration measures will be made by monitoring key indicators on Corporate Social Responsibility and environmental activities, such as releasing aquatic animal into the sea, the mangrove reforestation, the environmental camp for children in communities around the plants, to encourage people in the communities to jointly preserve and restore the ecosystem of the forests in communities which are located nearby the plant. This also promotes the awareness among young generation to take care of the forest resources in their own communities, etc.





PARTICIPATION WITH THE GOVERNMENT

In fiscal year 2021, SISCO Plant of Tata Steel (Thailand) Group received a certificate of Carbon Footprint for Organization (CFO) from Thailand Greenhouse Gas Management Organization (TGO). NTS Plant and SCSC Plant received Green Mining Awards from the Department of Primary Industries and Mines, Ministry of Industry.

In addition, SCSC Plant received Green Star Awards from the Industrial Estate Authority of Thailand (IEAT). The Green Star or Environmental Governance Awards granted to the Company that allowed community representatives to visit and audit the performance of environmental and social responsibility aspects.

All 3 plants received Green Industry Awards Level 4 (Green Culture) from Department of Industrial Works and expected to apply for the highest level, Green Industry Award Level 5 (Green Network) in the future.

LEGAL AND REGULATORY COMPLIANCE

The Company has determined a complete monitoring system that measures and regularly submits environment reports to government authorities i.e. emission rate from fume plant, CO₂ emission and waste disposal. The actual performance is better than the determined standard. The Management has meetings with the communities and neighboring companies to get feedback, complaints, concerns and follow up on regular basis as well as conducted the Environmental Impact Assessment (EIA). Moreover, the Company also invested in improving system e.g. improving dusting system at fume plant to reduce dust in the area at SISCO Plant, Continuous Emission Monitoring System (CEMS) project at SCSC Plant to alert the Company in case that the pollution exceeded the standard and etc. Energy Management Committee has been constituted in line with the energy policy which has been announced and circulated to employees. The checking and correcting any deficiency, leakages and avoiding unnecessary overuses of the energy have been made by improving machine efficiency through TPM activities. Production plan is aligned to market conditions so as to optimize on energy consumption and cost management.

PREPARATION FOR ENVIRONMENTAL IMPACT ASSESSMENT (EIA)

All 3 plants have prepared for Environmental Impact Assessment (EIA) report, disclosed environmental impact mitigation data and submitted to the Office of Natural Resources and Environmental Policy and Planning (ONEP). The Company also opens for plant visit for those interested and community representatives. The environmental complaints (if any) were recorded which will be regularly informed to authorities on resolving the measures regularly.

SOCIETAL DIMENSION





LABOUR RELATIONS MANAGEMENT



RESPECT FOR HUMAN RIGHTS AND FAIR PRACTICES FOR EMPLOYEES

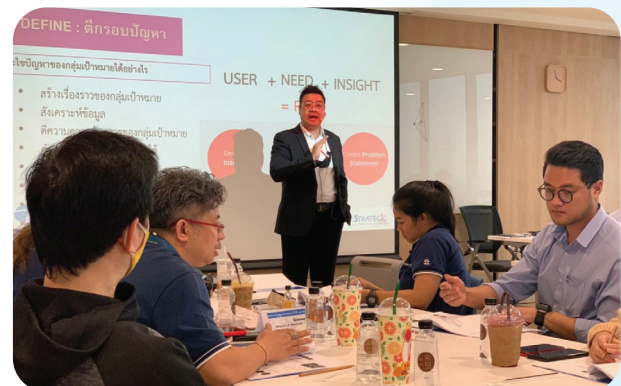
The Company has determined the Human Rights Policy which clearly stated how the Company treats various groups of stakeholders as appeared on the Company's website. The Company is well aware that human rights are fundamental rights and freedoms that individuals should have, covering our social, communities as well as business value-chain partners. Respect for human rights is an important principle defined in the Tata Code of Conduct ("TCoC") which represents the organization's values and important principles underlying the direction of the business conduct of the Company. The Company organizes TCoC training to all employees since the first day of their employment. TCoC is reiterated through public relations media, TCoC re-training course for employees and notified to partners and stakeholders. The Company committed that all employees, business partners and contractors working on behalf of the Company to adhere to the same principles and give importance to the implementation of human rights to be a guideline for business operations in all aspects. Also, the Company has policies to against the employment of child labor and forced labor in any form.

All employees will be treated with dignity and respect in which the Company shall create a conducive work environment and respect for individual privacy. The Company does not tolerate any form of harassment whether sexual, physical, verbal or psychological. The Company does not against the setting up of labor union and is ready to accommodate with compliance to all relevant laws. For instance, there is labor union in SCSC Plant. Regular meetings between representatives of employers and employees committee are conducted to discuss any issues and submitted to management. The Company has appointed the Women Committee of each plant and at head office to encourage, support and take care of women employees including subcontractors to be treated in accordance with Tata Code of Conduct properly, completely and stringently.

The principle of equality opportunity employment has been stipulated to focus on recruitment and selection of capable staffs who are "intelligent" and "ethical" to work with the Company. The recruitment of new employees both internally and externally focus on merit system and use various selection tools to ensure that most appropriate persons are selected through an interview committee based on their technical and behavioral competencies and also fit with the organization culture. The Company shall not unfairly discriminate on any ground, including race, caste, religion, color, ancestry, marital status, gender, sexual orientation, age, nationality, ethnic origin, disability or any other category protected by applicable law. This includes hiring staffs from local and nearby provinces, hiring 4 people with disabilities as well as providing appropriate facilities and welfare, proper work space and safety equipment, hiring alien workers in compliance with Thai labor law by providing safety measures, group accident insurance, annual health check-up same as Thai employees and basic utilities for alien workers.

In addition, to ensure fairness to all employees, the Company therefore takes care of employees through the Human Resources Committee (HRC), comprising of senior management and management from various Divisions and Departments to consider, approve, give comments and suggestions regarding to Human Resources Management covering employees at all levels without discriminating against any persons. Furthermore, Welfare Committee is established in the workplace by selecting from employees' representatives to be involved in welfare management for employees of Tata Steel (Thailand) Group in order to truly meet the needs of employees.

The Company has no lay off policy, in case there is need for manpower reduction, the Company will allocate the excess staffs to other units or other companies among TSTH Group or will assign to work replacing the contractors or will arrange additional training for employee to be able to perform other tasks etc.





OCCUPATIONAL HEALTH AND SAFETY

The Company has adopted the Safety Excellence Journey (SEJ) that supported by Tata Steel Limited (India and South East Asia) as guiding principles for managing occupational health and safety of all employees and contractors working in our premises to prevent injury or accident from work including improving the work environment. Safety Organization and Structure at the highest level of safety committee is known as Apex Safety Council (ASC) which includes the President and CEO as Chairman and all Vice Presidents as members. There are 6 Apex Safety Sub-Committee (ASSC) as 1) ASSC-Standard and Procedure, 2) ASSC-Health, Training and Communication, 3) ASSC-Contractor Safety Management 4) ASSC-Safety Observation and Incident Investigation, 5) ASSC-Road Safety and 6) ASSC-Process Safety Management to determine the policy. Plant Implementation Committee (PIC) and Department Implementation Committee (DIC) will bring the policies to be implemented by joining with The Committee of Safety, Occupational Health and Work Environment of each plant/office as per legal requirement. The Company has defined 4 safety cultures as follows:

1. Safety Pause 3-5 minutes before every business meeting.
2. Holding hand rails while on stairs.
3. Use of appropriate personal protective equipment (PPE) at work site.
4. Compulsory use of Crash helmet for two wheelers and Seat Belt for four wheelers.

The Company provides safety training for employees and contractors before starting work, and encourages for safety communication regularly. The Company provides personal protective equipment (PPE) as mandatory i.e. safety helmet, safety shoes, safety glasses and others related to any risk factors i.e. Fluorescent jacket, hearing protection, respiratory protection, glove, falling protection.



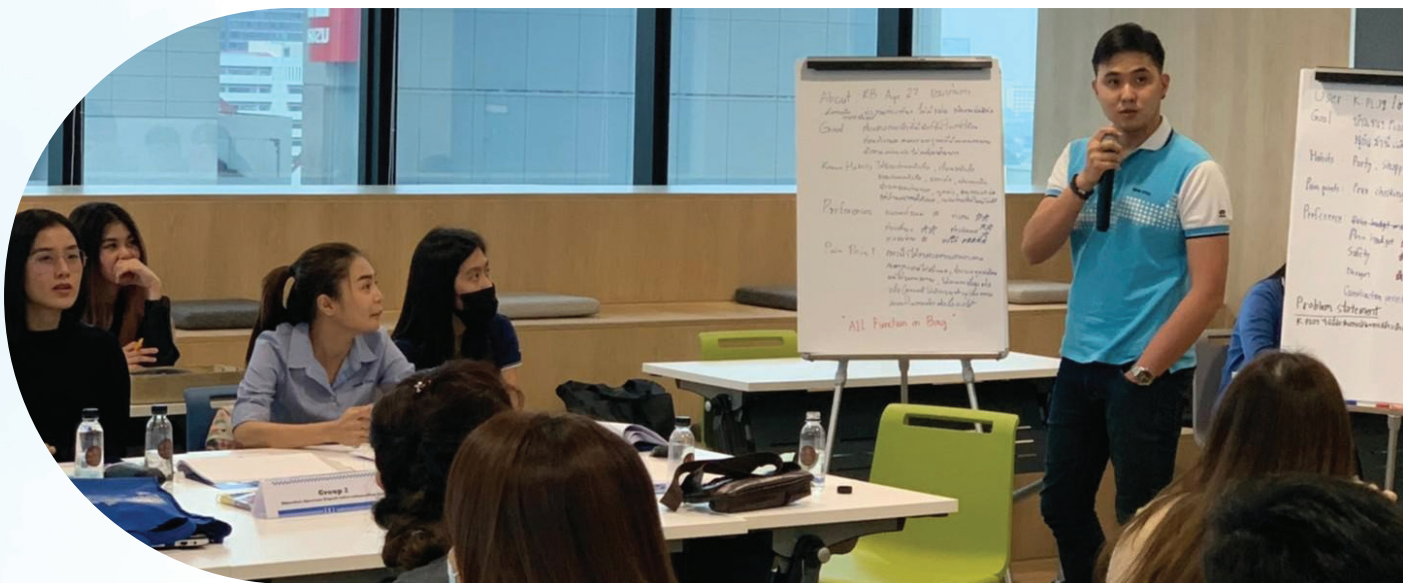
Moreover, the Company provides work environment and welfare equal to or better than the law and also tries to continuously improving the facilities within the plants and office. During the year, the Company invested to improve canteen, toilet and rest areas for all 3 plants. The Company has the report system by encouraging for reporting of Safety Observation, Fatal Risk Control Program (FRCP) and Near Miss in Safety Excellence system.

Occupational Health and Safety Key Performances in FY2021 are as follows:

1. In occupational health aspect, the Company has promoted good health for employees in the program of "We all can be Better than Before" by motivating employees to participate and improve their individual health index in four factors which are Body Mass Index (BMI), Blood Pressure, Diabetes and Cholesterol. As a result, 62% of employees had maintained and improved their health index in 2020 compared to 2019.
2. The Company has determined and implemented COVID-19 prevention measures in all 3 plants and head office according to guidelines of Ministry of Public Health such as social distancing, providing face masks and hand sanitizer, checking the temperature before entering work and improving workplace.
3. Contractor Safety Management (CSM), the Company has determined contractor evaluation by star rating system and invited contractor owners or representatives to join Annual Contractor Safety Meeting with the management and grant award.
4. Process Safety Management (PSM), the Company hired the consultancy to implement Industrial Estate Authority of Thailand (IEAT) requirements at SCSC plant and under extension to implement in other 2 plants.



DEVELOPMENT CAPABILITY OF PEOPLE



The Company gives priority to continuously develop human resources at all levels and takes responsibility for professional development and career growth of its staff by focusing on four areas as follows:-

- 1) Core foundation knowledge required in all functions, i.e., Safety, Business Ethics, Tata Values, Total Quality Management (TQM), Customer Centricity, etc.
- 2) Functional Development
- 3) Business Development
- 4) Leadership Development

People Development is based on 70-20-10 model:

- **The portion of 70** is learning from job related, special assignments, participating in cross functional committee, job rotation.
- **The portion of 20** is learning from others through the coaching from supervisors and knowledge sharing from colleagues in both internal and other departments.
- **The portion of 10** is learning from formal classroom training and outside training which HR Department has been working together with their supervisors for individual development plan by considering from business needs, policy and strategy, job description, training plan and performance evaluation.

The Company not only supported the development of employees to have knowledge and skills directly to perform the job in the portion of 70, but also on manpower productivity improvement to enhance employee's skills for using new technology to improve work processes to be effective and focusing on customer centricity to develop products and services to meet the needs of customers.

KNOWLEDGE SHARING WITHIN ORGANIZATION AND LEARNING FROM ANYWHERE

The Company promotes the project "One Dept. One Share" to stimulate knowledge exchange across functions within the organization by bringing the knowledge and skills from real practices to be shared to people who are interested not only within their own units but also to other functions. The instructors prepared themselves to review knowledge that helped them learning continuously while learners can choose topics they are interested in and desire to learn. In addition, this year the Company focuses on development through E-Learning programs that can be accessed anywhere any time which is as per goal and in respond to the COVID-19 situation. In the year 2020 - 2021, the Company organized training sessions for all employees with an average time of 5.1 days per person per year, higher than the previous year.



EMPLOYMENT RETENTION



The Company believes that the key to organization success is our employees who will drive the Company to achieve the business goals. Therefore, the Company encourages employees to work at full capability by building employee engagement. Employee engagement will happen if the organization makes employees confident that Performance Management policy is fair and transparent, challenging work assignment, appropriate compensation for their capability, an opportunity for development and career growth, listen to the voices of employees, various welfares and benefits to promote employees happiness and have a better quality of life.

PERFORMANCE MANAGEMENT

The Company promotes the overall of Performance Management rather than only evaluating the performance of individual employee. Therefore, there are many linkage perspectives of an element for consideration. The initiating point is to define business operating strategy of TSTH Group included Long-Term Plan and Annual Business Plan which support to Vision and Goals accomplishment of organization and then deploy to level of Division, Department, Section and Employees. In the fiscal year 2020 — 2021, the Company improves the Performance Evaluation System by incorporating the goals on Sustainability as part of KPIs for all Supervisory and Management employees including the Senior Management.

All Supervisory and Management employees must prepare Performance Contract consisted of KPIs and targets of 3 parts: (1) Key Business Results and Sustain Measures refer to Key Business Results / Significant Improvement jobs cascade from Annual Business Plan and from Job Description, as well as actions taken to achieve a better and more sustainable future in terms of economy, environment, and society, conducted as an inherent part of the regular work to deliver and support organization sustainability (2) Special Projects / Attitude and Working Behavior and (3) Other jobs according to the Company Policy which refers to duties that employees must cooperate and follow the same direction of the Company.

The Company also promotes continuous self-development or other concerned people development in order to encourage new innovation emerging within the Company. Performance Management System of the Company focuses on two ways communication and cooperation in working for target achievement by having a periodic communication and evaluating including the feedback to be provided covering strength and opportunity for improvement for further setting up the development plan. In this regard, the Company shall consider each individual employee performance of each year to directly link to annual salary increase and variable bonus payment including employee's career advancement, development and training.

WORKFORCE COMPENSATION MANAGEMENT

The Company strives for appropriate and fair compensation management by determining the compensation policy which is in line with Company's performance both for short and long term, by considering on 3 following factors:

- **Merit Principle within organization:** consider appropriate compensation according to job specification and responsibility.
- **Merit Principle outside organization:** consider market competitive compensation level based on compensation survey and adjust suitable compensation in line with market environment by using Consumer Price Index as a part of consideration on annual increasing review.
- **Individual Merit:** examine individual compensation according to personal performance and capability in form of annual increasing, special increase of compensation and variable bonus based on Company and individual performance.



REWARDS AND RECOGNITIONS

In addition to rewarding performance in the form of annual bonus payment, the Company promotes the importance of rewards and recognition in various forms such as;

1. Recognize and reward the Role Model Employees, Outstanding Employees and Quarterly Diligent Allowance.
2. Recognize the achievements of committees or working groups that have highly impacted to the business such as Prime Minister Awards Committee.
3. Provide Thank You Reward to the employees who are responsible for the jobs of other employees who resign/ take long leave or are responsible for a special assignment that has highly accomplished.
4. Arrange the competition to reward the employees for improvement projects such as Improvement for customer, Promote of Innovation projects competition in Tata group (Tata Innovista), Tata Ideas e-Hackathon 2021, the campaign of Months of Inspire: Your Ideas to Beat Non-Value Added Works, and Improve Quality of Work Life, etc.
5. Provide Productivity Incentive Pay for the employees in the departments that can achieve KPIs of each month.
6. Provide "Sustainability Star" Award for employees representing outstanding sustainability performance covering economics, environment and society dimensions.

EMPLOYEE ENGAGEMENT

The Company evaluates level of employee engagement with Company by conducting an employee survey from time to time to evaluate level of satisfaction and engagement. From the year 2015 onwards, the Company has hired Aon Hewitt, an external consultant to conduct a satisfaction survey which evaluates the behavior of engagement through Say-Stay-Strive Model to ensure higher reliability and can compare with the results of other companies.

The conclusion and analysis of data from the survey are divided by different target groups in which the improvement plans are divided into 2 parts. The first part is the corporate level which will be considered by Human Resources Committee - TSTH Group while the second part will be a divisional improvement plan by Human Resources Department together with Line Manager and Engagement Champions who are representatives from various units. This is to ensure that the improvement plan for employees will respond quickly to different needs of each group.

WELFARE AND BENEFITS

From the Company's vision that emphasizes on employee working with happiness, therefore the Company has provided welfare covering all aspects starting from when working with Company, when getting sickness and when leaving the employment contract which is not only for employees but also for their families and parents. The Company also provides services and various supports to employees for helping them when facing with various problems including improving the quality of life of employees. The Company also improves and renovates the working areas, resting areas, toilets, and other facilities constantly. Such improvements derived from both employees' suggestions and before any requests.

One significant policy on providing services and benefits for employees is to listen to their voices through various channels which are an input to understand employees' needs and input for improvement responding to them for higher satisfaction. The various channels consist of Welfare Committee, Employee Committee, Labor Union, Suggestion Box, Employee Satisfaction Survey, HR Delivery, Salary and Welfare Survey, Exit Interview, and feedback from supervisor, Management meets employee's activities, Stay Interview, etc.



EMPLOYEE RELATIONS ACTIVITY

The Company committed to continuously promoting a good relationship with employees and employee's families by giving importance in taking care of employees and their families in every moment of life. For example, congratulate on new employees graduation at the universities, congratulate on the occasion of employee's marriage and child birth, participate in merit-making on the occasion of employees' ordination, visit employees or their families receiving treatment in the hospitals, be present in the employees or their families' funeral, etc. In addition, the Company constantly arranges various activities for employees such as Sport Day, New Year Party, Company trip, doing good things for our society on the employee's birthday activities, health promotion activities; Lets' Walk Program, employee clubs, the Sale Festival, E-Sport Competition, Line Official Account News Channel as well as activities to promote essential knowledge for the future such as saving and investment, health care, etc.

In time of COVID-19 situation, the Company communicates policies and measures related to COVID-19 through a variety of channels such as email, line group, weekly meeting of departments/divisions. Newsletters, public relations media to educate people about COVID-19 and advice on disease prevention are done on a regular basis. In addition, the Company has coordinated with the parent company in India in sending daily situation reports and there are also meetings with other companies in the Tata Group to update the situation and share Best Practices.

Relevant to taking care of employees, The Company provides face masks to all employees and contractors, add washing stations, increase the frequency of cleaning the workplace, common areas, meeting rooms and other areas in the Company's premises/plants. In this regard, there has not been any layoff or salary/welfare reduction of employees in any way. The Company has also taken actions in accordance with the measures set by the government, such as reducing the employee's contribution towards social security.

The Company truly believes that proper communication and constant information exchange among employees and Company will create smooth relations, cooperation and engagement from employees, thus driving the organization towards goal achievement. In the year 2020 - 2021, the Company has attrition rate of 2.0% which has been the lowest rate ever.



COMMUNITY ENGAGEMENT

The Company committed to conducting its business by being a good corporate citizen on the basis of realization and awareness of its roles and responsibilities to the community, society and the country as well as paying attention to environment conservation continuously. These are considered as the essential mechanisms that drive the Company's business operations together with sustainable social and environmental development.

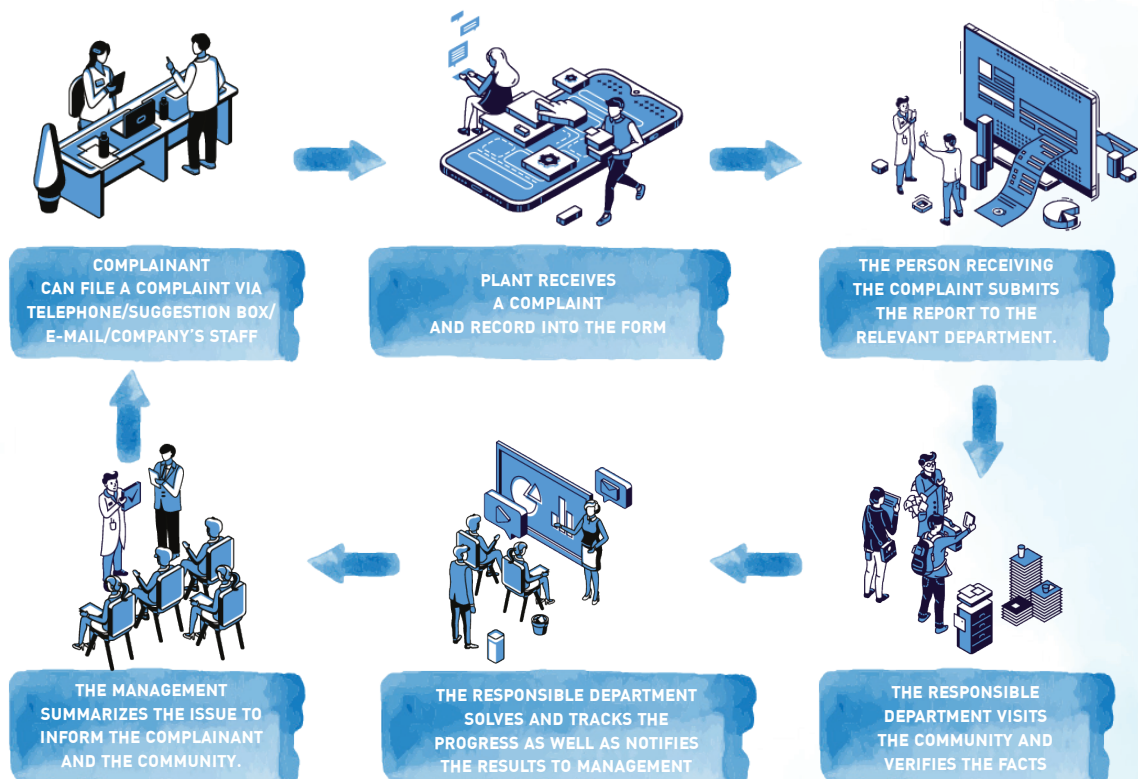
In the fiscal year 2021, the Company conducted the long-term action plan of social and community responsibility which was approved by the Corporate Social Responsibility and Sustainability Committee and the Board of Directors. It will make the operations in this aspect of the Company and its subsidiaries each year in the determined direction of the Company to ensure that the needs of all stakeholders' groups were included as part of the business plan. The Company has worked closely with the local communities to improve

the quality of life through various projects such as supporting community's activities, inheriting local culture, promoting education, supporting computers for learning, English camp project, environmental conservation and natural resource restoration, training and knowledge sharing about accounting and social networks to people in the community for developing its business, using safety skills to educate the educational personnels, teachers and students at schools nearby the plant, strengthening community's enterprise to create employment and occupation in the community as well as promoting and encouraging the employees to volunteer in social development.

Due to the COVID-19 pandemic situation, employees are unable to gather for group activities as we did before. Therefore, the Company has adjusted the process of volunteer activities, followed the government's guidelines, and implemented more online activities for all employees can continue participating CSR mission.

ESTABLISHING COMMUNICATION CHANNELS TO RECEIVE SUGGESTIONS AND COMPLAINTS

In case the community has a concern about the impact or complaint, the community can file a complaint directly to the Company via telephone, suggestion box, email, community satisfaction survey, electronic channels or report via community leaders or the Company's staff to allow the Company to investigate any issue that arises and inform to the community for agreeing to the results of corrective and preventive actions after finishing.



CSR MISSION OF FISCAL YEAR 2020 – 2021



FRAMEWORK OF CSR MISSION FOR FISCAL YEAR 2020 – 2021

The Company has operated its business with a strong philosophy in participation with the community development, corporate social and environmental responsibilities continuously to nearby society (area nearby the Plants) and further society (other areas nationwide) with the cooperation and responding to the expectation of community and society. In fiscal year 2021, the Company has determined the framework of the CSR mission as follows:

DEVELOPMENT OF NEARBY COMMUNITY AND SOCIETY 5 MAIN MISSIONS

Focusing on development and improvement of quality of life of communities nearby the Plants

1. Developing a Good Relationship with Communities and Government Agencies
2. Promoting Religion, Culture and Education
3. Promoting Health and Safety
4. Environmental Conservation and Natural Resources Restoration
5. Promoting Community Development and Supporting the Community Enterprise

DEVELOPMENT OF FURTHER COMMUNITIES AND SOCIETIES 2 MAIN MISSIONS

6. Supporting the Non-Profit Organization such as Student's Voluntary Camp of University, Natural Disaster Victims and Social Under Privileged People.
7. Supporting children and youth in the remote area "Grow Smart with Tata Steel Book Corner project". This project has been changed its role to not expand the number of schools in the project that covered 308 schools at present. However, the Company will continue delivering new additional books to schools in the project for twice a year in a period of 5 years.

CSR KEY PERFORMANCES IN FISCAL YEAR 2021



BUDGET FOR PARTICIPATING IN COMMUNITY AND SOCIETY DEVELOPMENT

Developing community and society at the area nearby the plant and workplaces and in other areas.

Results **3.67** Million Baht



TOTAL MAN-HOUR SPENT ON CSR ACTIVITIES

Promoting the organization culture of employees' volunteering.

Results **9,477** Hours (**8.6** Hours/Person)



NO. OF BENEFICIARIES FROM THE COMPANY'S SOCIAL RESPONSIBILITY PROJECTS

Developing community by having community's participation in order that the community's members gain the benefits directly from the project.

Results **55,929** Persons



COMMUNITY SATISFACTION

Conducting business without effects to community and community satisfaction on Corporate Social Responsibility Mission

Results **No Complaint**
Community Satisfaction **90%**

1. DEVELOPING A GOOD RELATIONSHIP WITH COMMUNITIES AND GOVERNMENT

Build cooperation in every sector, government, private and community sector in order to find solutions to support and develop communities without discrimination. There are knowledge exchange and resources sharing, building good relationships with each other to achieve sustainable development goals.

ENHANCE RELATIONSHIP BY SHARING TO COMMUNITY PROJECT

IMPACT TO COMMUNITY



Trust with the Company is not only from the community but also includes good relationship with government agencies and private sector nearby the Plants area. The Company supports their activities in order to create a cycle of sharing society by considering the whole benefits as the main focus.

- Supported Tata drinking water in various communities' activities in total **10,428** Bottles.
- Supported fund in various communities' activities **247,452** Baht.

TATA STEEL (THAILAND) TOGETHER AGAINST COVID-19

IMPACT TO COMMUNITY

Tata Steel (Thailand) Group has provided supports to the community during the crisis of COVID-19 pandemic.



- Employees and the Company donated **215,000** Baht to **3** hospitals in the provinces where our plants located:
 - Rayong Hospital **70,000** Baht
 - Queen Savang Vadhana Memorial Hospital **75,000** Baht
 - Saraburi Hospital **70,000** Baht
- Supported alcohol gel for communities in a total of **1,235** Bottles and handed over **4,391** Fabric Masks to Ta Luang Community, Phra Nakhon Si Ayutthaya Province and Ban Saraphi Community, Saraburi Province.
- Supported Tata drinking water to COVID-19 screening points in communities at Wat Huay Prab, Chonburi Province, etc. in a total of **10,320** Bottles.
- Promoted the communities to produce fabric masks, made from muslin fabric in order to distribute to the employees and contractors of the Group Companies for **1,941** Persons.
- Made **14** Units of foot pedal for alcohol gel dispenser by using rebar of the Company and gave to Muang Map Ta Phut Municipal School, Koh Kok Community, Rayong.

2. PROMOTING RELIGION, CULTURE AND EDUCATION

Continue to keep local good traditions as well as educational development for children and youth including lifelong education in order to use knowledge to help oneself and their families. The Company believes that the education is the basis of long-term social and economic sustainable development.

INHERITING LOCAL CULTURE AND TRADITION PROJECT

IMPACT TO COMMUNITY



Strengthening community's unity and promoting the preservation of local culture and tradition for lasting by participating in and support activities, such as

- Songkran Festival
- Candle Tradition
- Loy Krathong Festival
- Kathin - Parpa Samaggi Ceremony
- Boon Khao Lam Local Tradition
- National Children's Day

- Unity of community' members totaling **5,574** Persons
- Total budget used **280,000** Baht

TATA SCHOLARSHIP PROJECT FOR EDUCATIONAL DEVELOPMENT

IMPACT TO COMMUNITY



Collaborated with the schools to select children for receiving scholarships. With the aim of children who received funds have better opportunities in education, behavior and academic performance which will be a good role model for other children and youth in their self-developments.

- **67** students received scholarship.
- **33,000** Baht of scholarships.

PAINT TO FULFILL THAI YOUTH'S DREAM PROJECT

IMPACT TO COMMUNITY



Arranged the project with the creative process for creating the imagination of children and youth to have the opportunity to show artistic talent while also encouraging children to continue practicing valuable creative skills

- Held contest in **2** Schools of Saraburi Province: Wat Bua Ngam School and Wat Saraphi School
- Offered prizes to primary students who had won the contest in a total of **48** Persons.

ENGLISH LANGUAGE DEVELOPMENT YOUTH CAMP PROJECT NO.9

IMPACT TO COMMUNITY



English is an essential language for communication and is the basis for searching for knowledge from media and digital technology in the new era. The Company brought the employees who have good English skills to help developing English skill for the children through activities that were designed with systematic, enjoyable and easy to understand.

- Have arranged for the **9** consecutive years at Ban Bo Win School (Likhit Rat Bumrung), Bo Win Sub-district, Sriracha District, Chonburi Province.
- There were **120** Students in secondary level (Mathayom 1-2) participated.

SECOND HAND COMPUTERS FOR CHILDREN PROJECT

IMPACT TO COMMUNITY



The Company recognizes educational values from using computers for technology-based learning. Therefore, the Company has a purpose to support computers for schools in need by collaboration with the Mirror Foundation to hand over second-hand computers of good quality for school teaching. This project aimed to never-ending learning along with creating new perspectives for children and youth.

- Handed over second-hand computers totaling **40** Computers for **2** Schools as follows:
 - Wat Ko Soeng Wai School, Wihan Daeng Sub-district, Wihan Daeng District, Saraburi Province.
 - Ban Khao Hin School (Nikorn Rat Bumrung), Bo Win Sub-district, Sriracha District, Chonburi Province.
- **563** Students gained advantages.

3. PROMOTING HEALTH AND SAFETY

Encourage community to realize the importance of health, hygiene and observing things around themselves in order to reduce the accident rate, also able to transfer knowledge to their families' members or other people and encourage public participation in all sectors.

BLOOD DONATION PROJECT

IMPACT TO COMMUNITY



Employees and contractors of Tata Steel (Thailand) Group regularly contribute to society through blood donation project in every quarter to the Thai Red Cross Society in order to help save lives.

- **146** Participants in blood donation.
- Total of blood of **51,100** cc.

KNOWLEDGE SHARING AND SETTING MEASURES TO PREVENT COVID-19 IN SCHOOL

IMPACT TO COMMUNITY



Promoted knowledge sharing in self prevention for students in school during COVID-19 pandemic by providing knowledge about the pandemic and prevention focusing on government practices; avoid being in crowded place, not being in close contact with patients coughing or sneezing, wearing a mask and hand washing with gel in order to reduce the impact on the health of students and teachers as well as improving measures to prevent the widespread of disease.



- **120** Students of Wat Soonthorn Thep Munee Mittrapab No.188 School, Bang Kha Mod Sub-district, Ta Luang District, Phra Nakhon Si Ayutthaya Province and **150** students of Wat Hua Hin School, Tha Luang, Tha Ruea District, Phra Nakhon Si Ayutthaya.
- Made social distancing signs for students to do morning line up
- Installed social distancing barriers on the table in school's canteen

4. ENVIRONMENTAL CONSERVATION AND NATURAL RESOURCES RESTORATION

The Company pays attention to seriously and continuously conserve the environment, the use and restore of natural resources efficiently, encouraging the use of resources with realizing on its value and generate income for the people in the community, including proper environmental management.

"FOREST FOR LIFE FOR OUR BELOVED KING" PROJECT

IMPACT TO COMMUNITY



Learn about ecosystem and mangrove restoration which is valuable and significant natural resources in economic, social and environmental aspects. It is a living area of economic and aquatic animals and also a natural barrier to help reduce coastal erosion problems under the project "FORrest FOR Life FOR Our Beloved KING" at Khlong Tamru Mangrove Forest Conservation Learning Center, Chonburi Province. The objective is to inherit the royal wish for His Majesty King Bhumibol Adulyadej The Great, and in honor of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua.

- **1,000** Mangrove Trees planted.
- Built houses for crab covered with wood scraps and tree branches floating in the sea to be their habitat and shelter, and extended route for nature studies.
- Have arranged for **9** Years and planted mangrove trees in a total of **9,500** Trees.



REFORESTATION PROJECT IN HONOR OF HER MAJESTY QUEEN SIRIKIT, THE QUEEN MOTHER

IMPACT TO COMMUNITY



Brought the theory of Forest Development from Royal Initiative to restore the abundance of nature, to be the nature wall for purify the clean air, and to be the food source and generate income to community from forest's product to honor Her Majesty Queen Sirikit, The Queen Mother. The project has implemented at 2 areas as follows:

1. Namtok Chet Sao Noi National Park, Muak Lek Sub-district, Muak Lek District, Saraburi Province.
2. Ban Phu Don-Huay Ma Had Community Forest, Ban Chang Sub-district, Ban Chang District, Chonburi Province.



- Planted **400** Trees to restore the forest, repaired **2** Artificial Saltlicks, and built **3** Dams.
- Operating the similar project under the name of "Tata Steel Reforestation in Honor of Her Majesty the Queen" for over **8** Years by built a total of **13** Dams, planted a total of **8,400** Trees and built **14** Artificial Saltlicks for wild animals' food sources.

TEACHING STUDENTS TO PROTECT THE ENVIRONMENT PROJECT

IMPACT TO COMMUNITY



Trained and practiced disciplines to children about cleaning or preserving nature and environment because the environment is a valuable natural resource. The community has good environment by regularly taking care of area and environment. In addition, waste management is an important issue that must be trained to children and youth. The Company shared knowledge on waste management to students in order to raise awareness of environmental conservation.

50 Students of Thaluang Wittayanukul School, Tha Luang Sub-district, Tha Ruea District, Phra Nakhon Si Ayutthaya Province, known separation of general waste and hazardous waste, and different types of waste bins.

5. PROMOTING COMMUNITY DEVELOPMENT AND SUPPORTING THE COMMUNITY ENTERPRISE

The Company aims to develop the community to grow with a better quality of life by bringing the knowledge and business process of the Company merging together with the knowledge of the community through participation of them in economic and social development in order to strengthen the community and able to sustainable self-reliant.

DEVELOPMENT FOR GRASSROOTS ECONOMY PROJECT JOINING WITH BOI

IMPACT TO COMMUNITY



Community enterprise is the heart of job creation that generates income and drives the community economy which directly affects the large economy of the country. The Company participated in the investment promotion project for grassroots economy of the Board of Investment (BOI) to develop the 3 community enterprises around the plants to be strong, able to take care of themselves including increasing income and employment for the community by providing knowledge of management and business processes to assist in production planning, developing of production process, accounting, promoting the development of products and packaging to meet customer's need. Due to the COVID-19 pandemic, the community's products are unable to sell as normal. The Company has collaborated with Lazada Thailand to train e-commerce for new perspectives in the trading world for the community to adapt to the current situation.

- Noen Kra Bok Community Enterprise, Bo Win Sub-district, Si Racha District, Chonburi Province has developed Chinese Sausage and Egg Noodle products in collaboration with TSMT-NTS Plant. The total sales and increased **333%**
- Ban Moh Community Enterprise, Ban Moh District, Saraburi Province has developed bite-sized curry puff products in collaboration with TSMT-SISCO Plant. The total sales and increased **756%**
- Koh Kok Community Enterprise, Noen Phra Sub-District, Muang District, Rayong Province in the starting process for Chocolate-covered riceberry snack bar product development.

THE ODOV (ONE DEPARTMENT ONE VILLAGE) PROJECT

IMPACT TO COMMUNITY



TSMT-SCSC Plant assigned each Department to participate and be the main responsible team to build good relationships with the community directly, also creating projects for community development which is not only responsibility of CSR team.

- The Company and communities have exchanged information closely and friendly.
- Employees have opportunity to participate in the community development continuously.
- Building good relationship between the Company and communities.

- Covered the area nearby TSMT - SCSC plant, Rayong Province **100%** (**38** Communities)
- Installed light poles to increase lighting in community and clean garbage on the beach at Takuan-Ao Pradu Community.
- installed water supply pipes for Map Ta Phut Shrine, Wat Sophon Community, Muang District, Rayong Province.

6. SUPPORTING OF NON-PROFIT ORGANIZATION

The Company does not just look after and develop the communities nearby the plants but still gives the importance of solving the problems and supporting the activities of the underprivileged people, non-profit organizations such as supporting the community development of volunteer camp by university's student, helping natural disaster victims and social underprivileged people including helping creating the opportunities for developing a strong society.

SUPPORTING FOR NON-PROFIT ORGANIZATION PROJECT

IMPACT TO COMMUNITY



Supporting for non-profit organization both in the part of the royal-initiated projects, volunteer camp of university's student in which the Company supports construction steel bars (TATA TISCON) to construct for public benefits and bring employees to participate in the activities and also helping victims of natural disaster, including supporting social underprivileged people.

- Supported rebars for the 49th Youth Engineering Camp, Chulalongkorn University with a total value of **20,860** Baht to build house for teacher in Ban Kham Ta Lae So School, Kham Ta Lae So Sub-District, Kham Ta Lae So District, Nakhon Ratchasima Province.

7. SUPPORTING CHILDREN AND YOUTH IN REMOTE AREAS

"GROW SMART WITH TATA STEEL BOOK CORNER" PROJECT

IMPACT TO COMMUNITY



This project aims to encourage learning and self-development for students in remote areas by promoting reading habits, expanding their knowledge, skills and ability to apply lessons learned to assist their families and communities. These will be beneficial to the community and social development in the long run. The Company has created book corners in the schools' libraries and supplied them with books and other learning materials, at first starting with schools located in communities nearby the Company's plants and later extending to schools in rural areas across Thailand country.

- Delivered book corner to **308** Schools, covered **61** Provinces.
- Will continue to deliver new additional books for the schools in the project twice a year for **113** Schools for total **210** Sets.

PERFORMANCE | SUMMARY |





PERFORMANCE SUMMARY

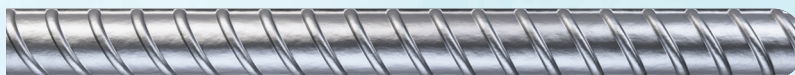
FISCAL YEAR 2021 AS OF MARCH 31, 2021

ECONOMIC DIMENSION CONSOLIDATED FINANCIAL HIGHLIGHTS

Content	Unit	FY21	FY20	FY19	FY18	FY17
Sales Volume	'000 Tons	1,303	1,201	1,154	1,217	1,262
Turnover	Million Baht	22,017	20,125	22,222	22,246	19,701
Profit (Loss) before tax	Million Baht	688	111	(148)	585	441
Net Profit (Loss)	Million Baht	631	48	(188)	455	214
EBITDA	Million Baht	1,357	719	448	1,256	1,690
Total Assets	Million Baht	13,000	10,864	12,150	12,673	12,937
Total liabilities	Million Baht	3,120	1,805	3,115	3,446	4,172
Total shareholders' equity	Million Baht	9,880	9,059	9,035	9,227	8,765

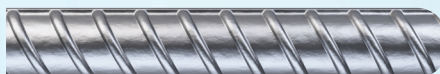
REVENUE FROM SALES BREAK DOWN 2020-2021

REBARS
(Domestic)



58.2%

WIRE RODS
(Domestic)



32.2%

SMALL
SECTIONS



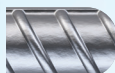
2.8%

OTHERS



0.8%

EXPORTS



6.0%

RISK MANAGEMENT

Content	Unit	FY21	FY20	FY19	FY18	FY17
Accomplishment of risk mitigation plans	%	74	69	N/A	N/A	N/A
Training/seminar or workshop on risks	Times	11	8	5	5	3

CUSTOMER

Content	Unit	FY21	FY20	FY19	FY18	FY17
Customers Complaints (Included Small Section)	Times	35	43	66	63	48
No. of complaints on products and services that affected safety and health	Times	0	0	0	0	0
Customer Satisfaction	%	No survey (Due to COVID-19 pandemic)	No survey (Survey every two years)	No survey (Survey every two years)	84	81
Value Added Sales	%	37	24	22	14	17
Cumulative value added sales	Type	11	2	8	6	5
Cumulative new services	Number	3	4	4	3	2

CORPORATE GOVERNANCE AND PROMOTING ETHICAL BEHAVIORS

Content	Unit	FY21	FY20	FY19	FY18	FY17
CG Score	Total 100 Scores	93	90	92	89	86
Employees attended and passed the test of training of TCoC and relevant policies	%	100	100	100	100	100
Vendors attended the training of TCoC and relevant policies	No. of persons	134	77	90	110	70
Customers attended the training of TCoC and relevant policies	No. of persons	40	N/A	N/A	67	72
Complaint Unethical conduct	No. of persons	6	3	4	3	5

PROCUREMENT

Content	Unit	FY21	FY20	FY19	FY18	FY17
Proportion of procurement from domestic vendors	%	73	74	78	78	75

ENVIRONMENTAL DIMENSION

Content	Unit	FY21	FY20	FY19	FY18	FY17
CO ₂ Emission*	Ton/ton of crude steel	0.624	0.667	0.638	0.619	0.638
Air Emission (TSP, SOx, NOx, CO) that exceed the standards according to EIA	Times	0	0	0	0	0
Reforestation in the plant	No. of trees	1,055	371	733	171	N/A
Energy Intensity*	GJ/ ton of crude steel	9.7	10.0	9.9	9.5	9.9
Total Water consumption	MCM/Ton	1.28	1.59	1.81	1.59	N/A
Recycled water consumption	MCM/Ton	No emission	No emission	No emission	No emission	No emission
Recycled waste utilization	%	99.79	99.82	99.67	99.85	99.82

* World Steel Association (WSA) changed Methodology to be Version 24 in the year 2020

SOCIETAL DIMENSION

Content	Unit	FY21	FY20	FY19	FY18	FY17
NUMBER OF EMPLOYEES SEPARATED BY LEVEL						
Management Level	Persons	73	76	78	81	81
Supervisory Level	Persons	319	335	347	360	355
Operational Level	Persons	709	740	762	795	792
Total	Persons	1,101	1,151	1,187	1,236	1,228
NUMBER OF EMPLOYEES SEPARATED BY GENDER						
Male	Persons	911	951	980	1,030	1,021
Female	Persons	190	200	207	206	207
Female/Total employees	%	17.3	17.4	17.4	16.7	16.9
NUMBER OF EMPLOYEES IN MANAGEMENT LEVEL SEPARATED BY GENDER						
Male	Persons	61	62	63	65	64
Female	Persons	12	14	15	16	17
Female/Total employees	%	16.4	18.4	19.2	19.8	21.0
PERCENTAGE OF EMPLOYEE RETURNING TO WORK AFTER MATERNITY LEAVE						
Female employee taking maternity leave	Persons	1	6	4	2	2
Female employee returning to work after taking maternity leave	Persons	1	6	4	2	2

Content	Unit	FY21	FY20	FY19	FY18	FY17
NUMBER OF NEW EMPLOYEE AND EMPLOYEE'S RESIGNATION						
No. of new employees	Persons	2	35	60	91	102
No. of new employees/Total employees	%	0.2	3.0	5.0	7.4	8.3
No. of employees' resignation	Persons	23	51	78	55	63
No. of employees' resignation/Total employees	%	2.1	4.4	6.5	4.5	5.1
TRAINING MAN-DAY						
Management Level	Day/persons	6.0	6.0	7.0	8.8	13.6
Supervisory Level	Day/persons	6.0	5.8	9.0	9.4	11.8
Operational Level	Day/persons	4.2	3.0	3.6	4.3	4.1
Average training man-days	Day/persons	5.1	4.3	6.2	6.2	8.1

OCCUPATIONAL HEALTH AND SAFETY

Content	Unit	FY21	FY20	FY19	FY18	FY17
Lost time injuries frequency rate	No. of case per Million Working Hours	0.21	0.00	1.28	0.18	0.00
Health Index	Index Score (Max 16)	10.5	10.9	11.3	10.8	10.8
No. of injuries got first aid/medical treatment	Times	8	16	27	23	19
No. of employees attended training course on safety and health	% of Total employees	99.7	82.9	90.0	100.0	97.8
No. of contractors' employees attended training course on safety and health	% of Total contractors' employees	89.3	94.9	95.5	100.0	100.0

COMMUNITY ENGAGEMENT

Content	Unit	FY21	FY20	FY19	FY18	FY17
No. of Employees participated in CSR activities	% of Total employees	100	98.6	100	99.5	100
Total man-hour spent on CSR activities	Total man-hour	9,477	13,103	14,006	14,596	10,192
Average man-hour spent on CSR activities	Average man-hour	8.6	11.3	11.8	12.1	8.3
No. of beneficiaries from the company's social responsibility projects	Persons	55,929	65,034	57,029	N/A	N/A
Budget used for social responsibility projects	Million Baht	3.67	3.12	4.73	5.31	4.33
Accumulated number of trees which planted in "Forest For Life For our beloved King" project and other projects	No. of Trees	10,900	8,500	7,500	6,500	5,500
No. of community complaints	Time	0	N/A	N/A	N/A	N/A

GRI STANDARDS CONTENT INDEX AND SDGs





GRI STANDARDS CONTENT INDEX AND SDGs

GRI Standard	Disclosures	Sustainability Report (Page Number and/or URL and/or Omission) and/or Annual Report	External Verification	Relation to SDG Targets
GRI 101	Reporting principle	SD, P. About this report, 13-22		
Foundation 2016	Using the GRI Standards for sustainability reporting	SD, P. About this report		
	Making claims related to the use of the GRI Standards	SD, P. 75-80		
General Disclosure				
GRI 102 General Disclosures 2016	Organizational profile			
GRI 102 - 1	Name of the organization	SD, P. 8		
GRI 102 - 2	Activities, brands, products and services	SD, P. 8-12, 41-44 AR, P. 6-7, 22, 24-25		
GRI 102 - 3	Location of headquarters	SD, P. 10 AR, P. 6		
GRI 102 - 4	Location of operations	SD, P. 11 AR, P. 7		
GRI 102 - 5	Ownership and legal form	SD, P. 8-9 AR, P. 38		
GRI 102 - 6	Markets served	SD, P. 8-9, 35-36, 41-44 AR, P. 24-25		
GRI 102 - 7	Scale of the organization	SD, P. 9, 11, 70		
GRI 102 - 8	Information on employees and other workers	SD, P. 11, 72-73		8
GRI 102 - 9	Supply Chain	SD, P. 45-47		
GRI 102 - 10	Significant changes to the organization and its supply chain	AR, P. 36-37		
GRI 102 - 11	Precautionary principle or approach	SD, P. 30-34		
GRI 102 - 12	External initiatives	SD, P. 12, 27		
GRI 102 - 13	Membership of associations	SD, P. 2-3, 12, 27		
Strategy				
GRI 102 - 14	Statement from senior decision maker	SD, P. 4-7		
GRI 102 - 15	Key impacts, risk and opportunities	SD, P. 4-7, 13-15, 30-34		
Ethics and Integrity				
GRI 102 - 16	Values, principles, standards and norms of behavior	SD, P. 10, 24-28		16
GRI 102 - 17	Mechanisms for advice and concerns about ethics	SD, P. 25-29		
Governance				
GRI 102 - 18	Governance Structure	SD, P. 25-26 AR, P. 39-45, 52		
GRI 102 - 19	Delegating authority	AR, P. 40-45		
GRI 102 - 20	Executive - level responsibility for economic, environmental and social topics	SD, P. 4-7, 24-27 AR, P. 16-21, 39-45		
GRI 102 - 21	Consulting stakeholders on economic, environment and social topics	SD, P. 13-14 AR, P. 60-63		16

SD: Sustainability Report 2020-2021

AR: Annual Report 2020-2021

GRI Standard	Disclosures	Sustainability Report (Page Number and/or URL and/or Omission) and/or Annual Report	External Verification	Relation to SDG Targets
General Disclosure				
GRI 102 General Disclosures 2016	Organizational profile			
Governance				
GRI 102 - 22	Composition of the highest governance body	SD, P. 25-26 AR, P. 39		5, 16
GRI 102 - 23	Chair of the highest governance body	AR, P. 12, 42, 84		
GRI 102 - 24	Nominating and selecting the highest governance body	AR, P. 52-55		5, 16
GRI 102 - 25	Conflicts of interest	SD, P. 27 AR, P. 71		16
GRI 102 - 26	Role of the highest governance body in setting purpose, values and strategy	SD, P. 25-26 AR, P. 39-40,52-53		
GRI 102 - 27	Collective knowledge of highest governance body	SD, P, 24-29 https://www.tatasteelthailand.com/wp-content/uploads/2021/06/TCoC-2015-EN-version.pdf		
GRI 102 - 28	Evaluating the highest governance body's performance	AR, P. 67-68		
GRI 102 - 29	Identifying and managing economic, environmental and social impacts	SD, P.15, 30-34		16
GRI 102 - 30	Effectiveness of risk management process	SD, P. 30-34		
GRI 102 - 31	Review of economic, environmental and social topics	SD, P. 15		
GRI 102 - 32	Highest governance body's roles in sustainability reporting	SD, P. About this report, 15 AR, P. 43, 64-67		
GRI 102 - 33	Communicating critical concerns	SD, P. 27-29		
GRI 102 - 34	Nature and total number of critical concerns	SD, P. 29, 71		
GRI 102 - 35	Remuneration policies	AR, P. 45-48		
GRI 102 - 36	Process for determining remuneration			
GRI 102 - 38	Annual total compensation ratio			
Stakeholder Engagement				
GRI 102 - 40	List of stakeholder groups	SD, P. 13-14		
GRI 102 - 41	Collective bargaining agreements	SD, P. 55		8
GRI 102 - 42	Identifying and selecting stakeholders	SD, P. 13-14		
GRI 102 - 43	Approach to stakeholder engagement	SD, P. 13-15		
GRI 102 - 44	Key topics and concerns raised	SD, P. 13-15		
Reporting Practice				
GRI 102 - 45	Entities include in the consolidated financial statement	SD, P. About this report AR, P.6-7		
GRI 102 - 46	Defining report content and topic boundaries	SD, P. About this report, 15		
GRI 102 - 47	List of material topics	SD, P.15		
GRI 102 - 48	Restatement of information	SD, P. About this report, 70-73		
GRI 102 - 49	Changes in reporting	SD, P. About this report, 15		

SD: Sustainability Report 2020-2021

AR: Annual Report 2020-2021

GRI Standard	Disclosures	Sustainability Report (Page Number and/or URL and/or Omission) and/or Annual Report	External Verification	Relation to SDG Targets
GRI 102 - 50	Reporting period	SD, P. About this report		
GRI 102 - 51	Date of most recent report			
GRI 102 - 52	Reporting cycle			
GRI 102 - 53	Contact point for questions regarding the report			
GRI 102 - 54	Claims of reporting in accordance with the GRI Standard			
GRI 102 - 55	GRI Context index	SD, P.75-80		
Material Topics				
GRI 200 Economic Standards Series				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 11-12, 15		
GRI 103 - 2	The management approach and its components	SD, P. 11-12		
GRI 201 - 1	Direct economic value generated and distributed	SD, P. 70		5, 8, 9
GRI 201 - 2	Financial implications and other risk and opportunities due to climate change	SD, P. 34, 49-50		13
GRI 203 Indirect Economic Impact 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 45-47, 61-68		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 203 - 1	Infrastructure investment and services supported	SD, P. 61-68		
GRI 203 - 2	Significant indirect economic impacts	SD, P. 61-68		1, 3, 8, 10
GRI 204 Procurement Practice 2016				
GRI 204 - 1	Proportion of spending on local supplier	SD, P. 45-47, 71		12
GRI 205 Anti - Corruption 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 24-29		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 205 - 2	Communication and training about anti-corruption policies and procedures	SD, P. 27-28 https://www.tatasteelthailand.com/sustainability/business-ethics-policy/		16
Material Topics				
GRI 300 Environmental Standard Series				
GRI 302 Energy 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 51-53		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 302 - 1	Energy Consumption within the organization	SD, P. 7, 21, 72		7, 12, 13
GRI 302 - 3	Energy intensity			7, 12, 13
GRI 302 - 4	Reduction of energy consumption			7, 12, 13

SD: Sustainability Report 2020-2021

AR: Annual Report 2020-2021

GRI Standard	Disclosures	Sustainability Report (Page Number and/or URL and/or Omission) and/or Annual Report	External Verification	Relation to SDG Targets
GRI 303 Water 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 51		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 303 - 1	Water withdrawal by source	SD,P. 51,72		6
GRI 303 - 3	Water recycled and reused			6, 12
GRI 305 Emission 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD,P. 49-50		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 305 - 4	GHG emission intensity	SD,P. 49-50, 72	yes	12, 13
GRI 305 - 7	Nitrogen oxides (NO _x) sulfur oxides (SO _x) and other significant air emissions		yes	
GRI 306 Effluents and Waste 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 51		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 306 - 2	Waste by type and disposal method	SD, P. 51, 72		3,12
GRI 307 Environmental Compliance 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 49-53		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 308 Supplier Environmental Assessment 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 45-47		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 308-1	New supplier that were screened using environmental criteria	SD, P. 45-47		
Material Topics				
GRI 400 Social Standards Series				
GRI 401 Employment 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P.55, https://www.tatasteelthailand.com/people-connect/		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 401 - 1	New employee hires and employee turnover	SD, P. 55, 73		5, 8
GRI 401 - 2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SD, P. 60, https://www.tatasteelthailand.com/people-connect/#benefits		8
GRI 401 - 3	Parental leave	SD, P. 60, 72		5, 8

SD: Sustainability Report 2020-2021

AR: Annual Report 2020-2021

GRI Standard	Disclosures	Sustainability Report (Page Number and/or URL and/or Omission) and/or Annual Report	External Verification	Relation to SDG Targets
GRI 403 Occupational Health and Safety 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 56, https://www.tatasteelthailand.com/sustainability/safety-and-environment-management/		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 403 - 2	Type of injury and rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities	SD, P. 73		3, 8
GRI 404 Training and Education 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 57		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 404 - 1	Average hours of training per year per employee	SD, P. 57, 73		4,5,8
GRI 404 - 2	Programs for upgrading employee skill and transition assistance programs	SD, P. 57		3, 4, 5, 8
GRI 404 - 3	Percentage of employees receiving regular performance and career development reviews	SD, P. 57-58		5,8
GRI 405 Diversity and Equal Opportunity 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 55, 72		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 405 - 1	Diversity of governance bodies and employees	SD, P. 72 https://www.tatasteelthailand.com/wp-content/uploads/2021/06/TCoC-2015-EN-version.pdf		5, 8
GRI 406 Non - Discrimination 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 55		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 408 Child Labor 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 55, https://www.tatasteelthailand.com/wp-content/uploads/2021/06/TCoC-2015-EN-version.pdf		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 408 - 1	Operations and suppliers at significant risk for incidents of child labor	SD,P. 19, 47, 55		4, 8
GRI 412 Human Rights Assessment 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 55		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			

SD: Sustainability Report 2020-2021

AR: Annual Report 2020-2021


GRI Standard	Disclosures	Sustainability Report (Page Number and/or URL and/or Omission) and/or Annual Report	External Verification	Relation to SDG Targets
GRI 412 - 1	Operations that have been subject to human rights reviews or impact assessments	SD, P. 55, https://www.tatasteelthailand.com/sustainability/business-ethics-policy/		4, 5, 8
GRI 412 - 2	Employee training on human rights policies or procedures			8
GRI 413 Local Communication 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 13-14		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 413 - 1	Operation with local community engagement, impact assessment and development programs	SD, P. 13-15, 61-68		1, 3, 4, 11,13, 14, 15
GRI 414 Supplier Social Assessment 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 45-47		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 414 - 1	New Suppliers that were screened using social criteria	SD, P. 45-47		8
GRI 417 Marketing and Labeling 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 39-40		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			
GRI 417 - 1	Requirements for product and service information and labeling	SD, P. 39-44 https://www.tatasteelthailand.com/category/article-and-knowledge/		
GRI 419 Socioeconomic Compliance 2016				
GRI 103 - 1	Explanation of the material topic and its boundary	SD, P. 22, 41-44, 73		
GRI 103 - 2	The management approach and its components			
GRI 103 - 3	Evaluating of the management approach			

SD: Sustainability Report 2020-2021

AR: Annual Report 2020-2021

The background of the advertisement is a low-angle photograph of a city skyline at sunset. Several tall buildings are visible, with the sun positioned between them, creating a strong orange and yellow glow that fills the sky and reflects off the glass facades of the buildings. The sky transitions from a deep orange near the horizon to a clear blue at the top.

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